



Paris demonstration celebrates education bill victory

## March backs state schools

By David Buchan in Paris

In France's biggest demonstration for eight years, an estimated 250,000-300,000 people yesterday marched through central Paris to show their support for state lay education.

The march had been planned as a protest against the Balladur government's month-old bill allowing local authorities to increase funding to private, mainly Catholic schools.

On Thursday, however, the constitutional court struck down the bill, arguing that inequalities in its implementation would breach the parity required under the constitution between public and private education.

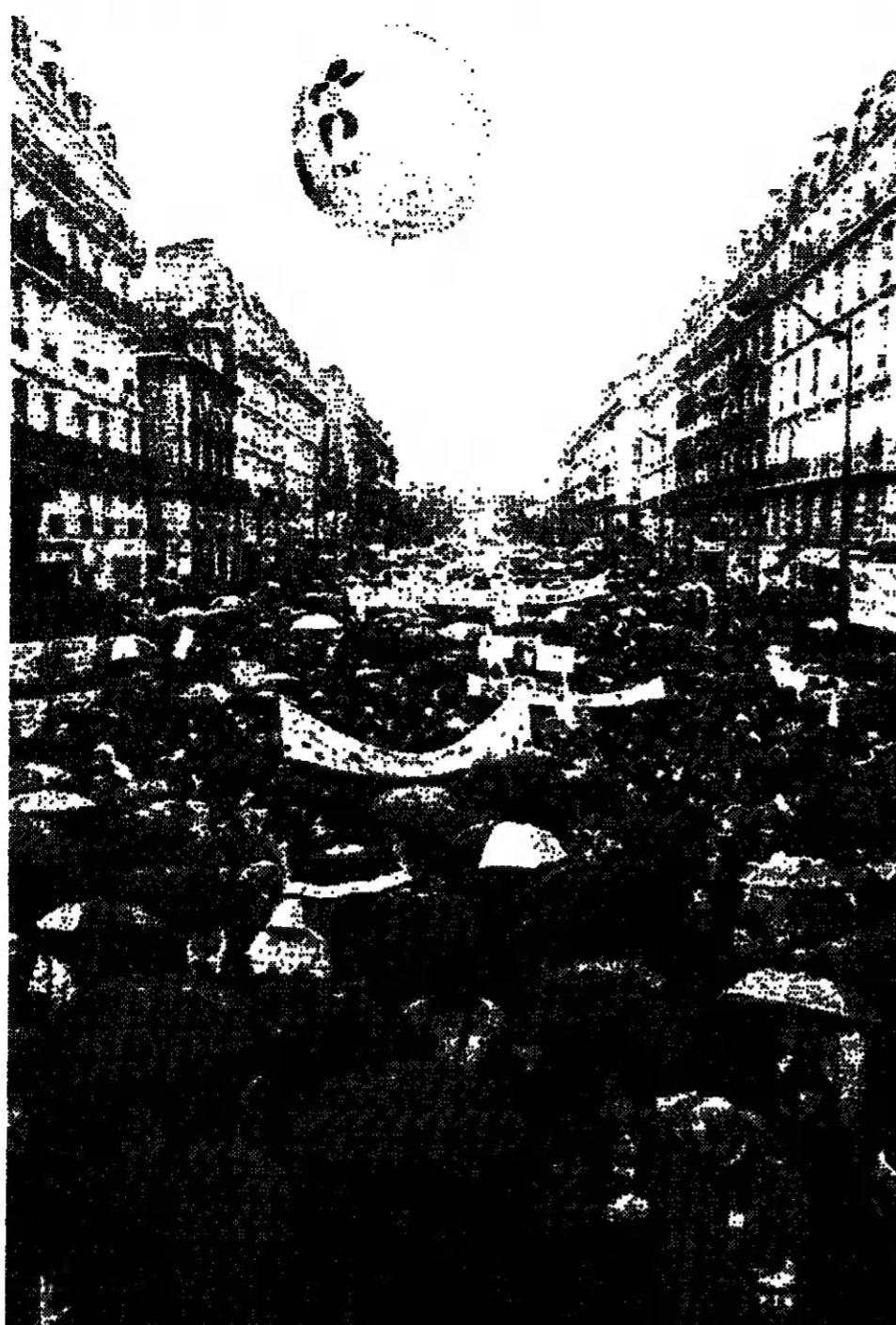
But yesterday's march still went ahead, though more in the nature of a joyful victory parade than an angry protest, and it drew even more people than expected by its organisers, who were lay education bodies, teachers and other trades unions and the Socialist and Communist parties.

Marchers waved laurel branches, symbol of France's secular republic, brandishing some anti-clerical placards and shouting some anti-Balladur slogans.

After his biggest setback in nine months of power, the prime minister, Mr Edouard Balladur, has backed down, deciding not to try to get a revamped bill past the constitutional court's objections, while calling for a new dialogue with public education backers.

An opinion poll yesterday showed that the school financing defeat had not much affected Mr Balladur's own standing, but it had increased that of President François Mitterrand, who openly criticised the government.

The defeat also damaged the reputation of Mr François Bayrou, the education minister, who comes from the UDF coalition party. He was urged to resign by Mr Patrick Devèze, a maverick member of Mr Balladur's own RPR Gaullist party.



Hundreds of thousands of students, parents and teachers move through the streets of Paris in yesterday's education demonstrations

France, in concert with its three big continental European partners, is seeking a stronger and more coherent leadership for the European Union during their successive presidencies in 1994-96, according to Mr Alain Lamassoure, France's European affairs minister.

The French initiative did not appear to be a bid to establish a big-country directorate of the EU, nor intended as a slight on the current Greek presidency, though it may be taken as such. Rather, Mr Lamassoure describes it as an attempt to exploit the "astral coincidence" that - starting with Germany this July, and continuing with France, Spain and Italy into the first half of 1996 - the rotating six-month presidency of the EU will be held by "four important countries of the Union which, in addition, share the same conception of Europe".

"We have proposed to the Germans, Spanish and Italians that we should prepare together a common timetable, an agenda over these two years," Mr Lamassoure said. This period was likely to see the EU admitting Nordic countries and Austria, preparing its 1996 constitutional revision and hosting its conference on European stability as well as dealing with key neighbours to the east and south and pursuing

economic and monetary convergence.

The joint consultation, evidently still at a very early stage, "has been accepted by the Germans and Spanish... though we are still waiting for Italy to have a durable and stable government", he said. But the initiative meshes with what Mr Lamassoure described as France's growing preoccupation with the lack of any proper structure to "prepare, propose and execute" the EU's common foreign and security policy prescribed by the Maastricht treaty.

"We have 12 [foreign] ministers, but no ministry" to implement their EU decisions, he said. "The problem is one of management." But France was not prepared to set the foreign policy management role filled primarily by the European Commission - despite the effort by Mr Hans van den Broek, political affairs commissioner, to set up a Brussels policy unit - or by the Council of Ministers' secretariat. This would take sensitive foreign policy matters too much out of

ministers' hands, Mr Lamassoure said.

The minister claimed that Britain, with its similar tradition of diplomatic activism, is as preoccupied as we are" with the EU's lack of an efficient and acceptable foreign policy executive. Joint Franco-German initiatives were no more acceptable as standard practice than two of a government's ministers always hatching national legislation, he said.

**O**n general policy, Mr Lamassoure said: "There is no one to carry out analysis on behalf of the Twelve, to present proposals before the Council, and once a decision is taken, no one charged with its implementation."

The minister admitted the difficulty of implementing Maastricht's foreign policy as well as its internal justice, police and immigration policies could have been foreseen, "but it is only when one moves into action that one realises the true problems".

Mr Lamassoure insisted that

"there could no European foreign and security policy without common defence". He underscored French hopes that Germany would soon find the political will and obtain the constitutional freedom to allow its forces to operate outside the Nato area. France is evidently concerned that the Europeans will not be able to exploit fully Nato's new willingness to let its assets be used on occasion for purely European operations - endorsed at last week's alliance summit - unless Bonn adopts a bolder attitude to defence.

He also went out of his way to stress Paris's common interest with London in "subsidiarity" - the repeal of unnecessary EU legislation in preference for national regulation. In reviewing some 70 EU measures last year, the French and UK governments were able to agree on a common list of 20 laws for scrapping. Indeed, "our approach to the single market is now closer to Britain than to Germany," he said.

But the Franco-German relationship remained the key to the overall success of the EU, said Mr Lamassoure. It had weathered last year's strains over Gatt, monetary policy and Bosnia - which was just as well, he said, because if France and Germany were to take different sides on issues, "there would be two Europes".

## Kohl party settles on presidency candidate

By Quentin Peel in Bonn

After one false start and months of confusion, Chancellor Helmut Kohl's Christian Democratic Union has agreed on a credible candidate to become German president after Mr Richard von Weizsäcker steps down this summer.

Mr Roman Herzog, who was nominated at a meeting of the party's national executive committee on Saturday, is president of the federal constitutional court in Karlsruhe, the highest legal authority, and a former CDU interior minister and education minister in Baden-Württemberg.

He seems certain to receive the backing of the Bavaria-based Christian Social Union, the CDU's sister party, at a meeting today.

Mr Herzog, who is 59, will now face the former Social Democratic party (SPD) leader Mr Johannes Rau, the popular premier of the state of North Rhine-Westphalia. In the presidential election, which will be conducted by a 1,324-member electoral college in May, Professor Jens Reich, a founder of the New Forum democratic movement in east Germany, is the only easterner on the slate as a non-party candidate.

Mr Herzog replaces Mr Stefan Heitmann, justice minister of the eastern state of Saxony, as the CDU candidate. The latter was Mr Kohl's favoured candidate, as an easterner who could help bridge divisions in a united Germany, but his conservative views and inexperience instead attracted criticism and widespread ridicule and he pulled out in November.

Mr Herzog, in contrast, has a wealth of both political and constitutional experience, as vice-president and then president of the constitutional court since 1983.

The outcome of the presidential election depends on the attitude of the Free Democratic party, the junior partner in Mr Kohl's Bonn coalition. The FDP has nominated its own candidate, Mrs Hildegarde Hamm-Breitner, who is unlikely to withdraw before the third round of voting in the electoral college.

**THE FINANCIAL TIMES**  
Published by The Financial Times  
GmbH, Nibelungenstrasse 3,  
6031 Frankfurt am Main, Germany.  
Telephone 069/4481, Telex 416191, Represented  
by Edward Hugo, Managing Director.  
Printed by Druck-Verein und  
Maschinen GmbH, Adenau-Rosenfeld-  
Strasse 3a, 63263 Neu-Isenburg (owned  
by Hörstelver International).

Responsible Editor: Richard Lambert,  
c/o The Financial Times Limited,  
200 London Southwark Bridge, London  
SE1 9HT, UK. Southwark Bridge, London  
SE1 9HT, UK. Financial Times (Europe) Ltd,  
London and F.T. (Germany) Advertising  
Ltd, London. Shareholder of the  
shareholder of two companies of the  
Financial Times Group, London SE1 9HT.  
The Company is incorporated under the  
laws of England and Wales. Chairman:  
D.C.M. Bell.

**FRANCE**  
Publishing Director: J. Rolley, 168 Rue  
de Rueil, F-92044 Paris Cedex 01. Tel: (01)  
4391-0620. Printed by Imprimerie  
Nord, 53263 Neu-Isenburg (owned  
by Hörstelver International).  
Editor: Richard Lambert.  
ISSN: ISSN 1148-2733. Commune  
Partage No 67808D.

**DENMARK**  
Financial Times (Scandinavia) Ltd,  
Vimlestræde 42A, DK-1161 Copenhagen,  
Telephone 33 13 44 41. Fax 33  
93 53 33.

## Unions angry at Fiat job cuts

By Robert Graham in Rome

Fiat, the Turin-based automotive group, faces serious labour unrest following a management decision to implement a 5 per cent cut in its workforce and lay off a further 10 per cent for up to two years.

The stand-off between the management of Italy's largest private employer and the unions is expected to set the tone for industrial relations this year. Italy has been slower than its big international competitors in cutting jobs in the automotive, chemicals, defence and steel industries - which are most affected by recession and international overcapacity.

By the end of this week indefinite lay-off notices, lasting two years, will have gone out to 6,500 of the group's 55,000 workers, with more to follow. This is in addition to the 16,000 employees who will be temporarily laid-off this week in Fiat's Italian plants because of poor car sales.

At the weekend Fiat unions called an eight-hour staggered protest strike for tomorrow at all big Italian plants. On Wednesday workers at Arese, the big Alfa Romeo plant outside Milan, which is under threat, are due to strike. They should have the backing of the region's engineering unions. In November Fiat announced

plans for job cuts and lay-offs to help it sustain competitiveness and absorb the impact of recession. During subsequent meetings - initially with the unions, and then with the Ministry of Labour - Fiat has maintained a tough line.

The unions tried to persuade it to accept "solidarity contracts" - flexible working hours and a shorter working week as used by Volkswagen. Fiat insisted this was incompatible with the L40,000bn (£15.7bn) being invested until the end of the century on upgrading production and introducing new models.

The break came late on Friday evening when Fiat said time had run out and the plan had to be implemented immediately. Since 1980 Fiat has enjoyed good industrial relations and its workforce has frequently shown loyalty to the company.

Although reluctant to risk a confrontation, the group's

financial position and car production overcapacity have forced the issue. Fiat's 1993 losses are likely to be £2,000bn and are largely attributed to poor car sales. With its Melfi plant fully operational this year, the group's Italian car capacity will be close to 2.4m units, against 1.93 million of little more than 1.1m units.

The management's decision also appears to have been influenced by the imminent dissolution of parliament and difficulties of the government acting as a broker.

The main job cuts are at Fiat's Sevel plant near Naples, in the Turin area and at Arese. Of these, some 3,800 affect administrative staff.

From trying to introduce "solidarity contracts", the unions fear Fiat still lacks a clear strategy and the two-year lay-offs will become permanent. They also fear that in 1996 the Arese plant, employing 9,000, will be closed.

## Ahtisaari takes early lead in Finnish election

By Hugh Carnegy in Helsinki

**Mrs Martti Ahtisaari**, a senior United Nations diplomat, established a clear lead in the early stages of counting last night in the first round of Finland's presidential election.

Results from postal votes

which were cast between January 5 and 11 account for almost one third of the final total, some 1.3m out of 4.1m eligible voters.

The postal vote gave Mr Ahtisaari, a Social Democrat, around 27 per cent of the vote.

In second place was Mr Paavo Väyrynen, the former foreign

minister and a member of the Centre party, with about 20 per cent of the postal vote.

But commentators warned

that later results could change

the picture significantly, as

the postal vote did not reflect

a late surge in popularity for

successful United Nations operation to bring independence to Namibia, he was the defence minister.

An exit poll by Finnish Radio gave Mrs Rehn, a member of Finland's small Swedish-speaking minority, 30 per cent of Sunday's vote, ahead of Mr Ahtisaari in second place with 24.5 per cent.

As the postal votes were counted during the evening, Mrs Rehn garnered increasing numbers of votes and moved into a strong second place. Earlier she had been neck and neck in third place with Mr Eaimo Ilaskivi of the Conservative party.

The postal vote gave Mr Ahtisaari, a Social Democrat, around 27 per cent of the vote.

In second place was Mr Paavo Väyrynen, the former foreign

minister and a member of the Centre party, with about 20 per cent of the postal vote.

But commentators warned

that later results could change

the picture significantly, as

the postal vote did not reflect

a late surge in popularity for

only 6 per cent of the population.

Whoever is elected will take over from President Mauno Koivisto, who steps down on March 1 after two six-year terms.

Mr Ahtisaari, who led the

## W European new car sales fall 15%

By Kevin Dore, Motor Industry Correspondent

West European new car sales fell 15.2 per cent last year to an estimated 11.45m units, as carmakers suffered the steepest annual decline in Europe in the post-war period.

At least 2m fewer new cars were sold in west Europe in 1993 than a year earlier. Four of the big six volume carmakers - Volkswagen, Fiat, PSA Peugeot Citroën and Ford of Europe - suffered heavy losses.

Production has been cut drastically and carmakers have been forced to eliminate tens of thousands of jobs. The outlook for 1994 remains depressed, with demand forecast to grow only 1.2 per cent.

New car sales fell last year in 15 of 17 European markets with demand rising only in the UK and, marginally, in Norway.

Four of the leading volume markets suffered heavy declines with sales dropping an estimated 19 per cent in Germany, 20 per cent in Italy, 18 per cent in France and 24 per cent in Spain.

The steepest fall was suffered in the small Greek market with an estimated year-on-year decline of 28 per cent.

The only significant growth was achieved in the UK, where sales rose 11.5 per cent, as the market began to recover decisively from three years of deep

recession. UK new car sales, however, remain well below the 1989 peak of 2.3m.

In December new car sales in west Europe for the ninth year running, but it was hit by an estimated 20.1 per cent fall in sales volume in west Europe, where it sold about 320,000 fewer cars than a year earlier.

Fiat, which includes Lancia and Alfa Romeo, was hit by a 21 per cent fall in sales to 1.27m units, as its market share contracted to 11.1 per cent.

Rover, the vehicles subsidiary of British Aerospace, achieved the strongest performance among European carmakers. It increased sales by 9 per cent in a market that declined by 15 per cent and raised market share to 3.2 per cent, from 2.8 per cent a year earlier.

Japanese carmakers increased their market share to an estimated 12.1 per cent from 11.8 per cent a year earlier, increasing trade tensions between Tokyo and Brussels.

However, the fortunes of the different manufacturers varied widely.

Nissan, Toyota, and Honda, which are producing vehicles in Europe, all outperformed the market and offset reductions in export quotas from Japan with higher local output.

Mazda, the only leading Japanese carmaker without firm plans for European operations, suffered a 28 per cent fall in sales volume.

The VW group - including Audi, Seat and Skoda - remained the market leader in west Europe for the ninth year running, but it was hit by an estimated 20.1 per cent fall in sales volume in west Europe, where it sold about 320,000 fewer cars than a year earlier.

In December new car sales in west Europe for the ninth year running, but it was hit by an estimated 20.1 per cent fall in sales volume in west Europe, where it sold about 320,000 fewer cars than a year earlier.

Fiat, which includes Lancia and Alfa Romeo, was hit by a 21 per cent fall in sales to 1.27m units, as its market share contracted to 11.1 per cent.

Rover, the vehicles subsidiary of British Aerospace, achieved the strongest performance among European carmakers. It increased sales by 9 per cent in a market that declined by 15 per cent and raised market share to 3.2 per cent, from 2.8 per cent a year earlier.

Japanese carmakers increased their market share to an estimated 12.1 per cent from 11.8 per cent a year earlier, increasing trade tensions between Tokyo and Brussels.

However, the fortunes of the different manufacturers varied widely.

Nissan, Toyota, and Honda, which are producing vehicles in Europe, all outperformed the market and offset reductions in export quotas from Japan with higher local output.

Mazda, the only leading Japanese carmaker without firm plans for European operations, suffered a 28 per cent fall in sales volume.

Source: industry estimates

# Gaidar passes the poisoned chalice

John Lloyd on the impact of the decision by Russia's deputy leader

Mr Yegor Gaidar's departure from the future Russian cabinet even before he had been officially asked to join it casts a cloud over the pace of economic reform and leaves a question mark over the political direction and composition of the government.

Mr Gaidar, first deputy prime minister, said he could not remain where he had had too little effect on policy, and where key decisions had been made without his participation or knowledge. He instanced a draft agreement to reunify the economies of Russia and Belarus, and the spending of \$500m (£337.8m) on a new parliament building, 10 times more than is spent to subsidise Russian culture in a year.

He also said: "I cannot be at one and the same time in the government and in opposition to it." This is a reflection of the pressure put on him by his colleagues in Russia's Choice, the liberal-conservative party which he heads and which is the largest in the state Duma (lower house). In a meeting of the leadership a week ago it was suggested the party should no longer take responsibility for government decisions with which it disagreed and which, many of Mr Gaidar's colleagues think, helped achieve such modest results in the December elections.

Leading members of the party had also expressed their reservations about Mr Gaidar continuing to lead it. Mr Andrei Makarov, the prominent lawyer, said last Thursday that Mr Gaidar should resign from his party post in favour of Mr Gennady Burbulis, the former aide to President Boris Yeltsin.

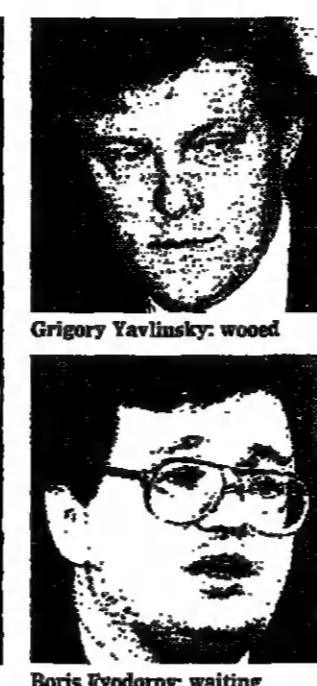
Another resignation announced yesterday was that of Mrs Ella Pamfilova, social security minister, and also a member of Russia's Choice. The only woman in government, she is a prominent liberal but not a cabinet heavyweight.

Mr Boris Fyodorov, the deputy minister for finance, said yesterday he would wait until today or tomorrow before deciding on his future. He repeated he would not serve in government if Mr Viktor Gerashchenko remained chairman of the central bank and said that he, too, was deeply concerned that the agreement with Belarus – "an agreement which effectively means the union of two countries" – had been agreed in draft without reference either to the cabinet or parliament.

However, his position is a complex one. He is, as he firmly said, "not a member of



Yegor Gaidar: key decisions made without participation



Grigory Yavlinsky: wooed



Boris Fyodorov: waiting

pared to stay at least until spring, in the hope of advancing his privatisation programme. Mr Gaidar said he should stay if he could – and added the same for Mr Andrei Kozyrev, the foreign minister and Russia's Choice member.

The man mentioned openly yesterday as a replacement for Mr Gaidar is Mr Grigory Yavlinsky, the prominent reform economist and leader of the Yabloko group in the state Duma. Mr Gaidar said that in conversation with Mr Chernomyrdin, the latter had raised Mr Yavlinsky as a possible replacement.

Mr Yavlinsky has already been wooed by the president's team, with offers of ministerial posts and committee chairmanships for him and his party colleagues – all of which have been refused.

A first deputy premiership is, however, on a different plane and may be harder to refuse. On the other hand, taking responsibility for an economy still in crisis may be a poisoned chalice he, too, would prefer to pass.

According to the Interfax news agency citing "informed sources", Mr Chernomyrdin has already decided that Mr Oleg Soskovets will continue to

be a first deputy premier with an industrial brief; that Mr Alexander Zaveryukha will retain his responsibilities for agriculture as a deputy premier; and that Mr Yuri Yarov, presently a deputy premier with diverse responsibilities, will retain the title in charge of labour, employment, education, science and other issues. If he retains these three relatively centrist and even conservative men, only the post of deputy for the economy remains open to a reformer.

The implications for reform are not clear.

Western economic observers do not believe that all is completely lost. "The peaks are never as high and the lows as low as is often thought in the west," said one observer. "It seems radical reform is out now, and I wouldn't be surprised by wage and price controls, more protectionism, attempts to create large industrial amalgamations, directed credits and so on. But reform is a generation long here. This might prolong the process of getting there for a year or so".

However, another said: "this could bring a lot of danger, if all the reformers leave now or soon. It could mean a reassertion of a strategy of control which would not work and which would be highly inflationary – and that could seriously destabilise politics".

## Nationalist issues key to Crimea election

Ukraine's Crimean peninsula yesterday held presidential elections, which were dominated by issues of nationalism. Reuter reports from Simferopol.

All but one of six candidates in the region, an autonomous republic within Ukraine, favour Crimea joining Russia or declaring independence.

Ethnic Russians make up about 70 per cent of the 2.5m residents in Crimea, where a lengthy election campaign has been punctuated by three murders and allegations of dirty tricks.

Officials in Kiev, the Ukrainian capital, planned their hopes on victory for Mr Nikolai Bagrov, head of the regional parliament and the sole candidate calling for Crimea to expand its autonomy and remain in a federal Ukraine.

The last opinion poll gave Mr Bagrov 23 per cent of the vote, although his supporters hope he will pick up late support from people fearing chaos were a nationalist to win.

Communist leader Yuri Meshkov also commands 21 per cent of the vote. He says Crimea will only prosper if it rejoins Russia.

## West puts faith in central bank

By Leyla Souton in Moscow

Western banks are relying on the Russian central bank to use its discretionary powers to spare them the worst effects of a presidential decree reversing the terms of their licences.

Braving uncertainty over the rights of western banks in the wake of the decree, Citibank on Friday became the first to open a subsidiary in Moscow. Mr William Rhodes, Citicorp vice-chairman, said the bank planned to ask the central bank to endorse its decision.

"If there are any doubts, we will check with the central bank," he said, confirming that this would include seeking direct permission for operations curtailed by the decree.

By the end of this year Citibank plans to open another subsidiary in St Petersburg, the country's second city which has ambitions of taking over from Moscow as the Russian banking capital.

The presidential decree, issued ahead of last month's parliamentary poll to approve Russian bankers who fear foreign competition, said that banks which had received full banking licences but which were more than 50 per cent western-owned, could not begin to serve Russian residents until January 1996. This, in theory, restricts them to offshore banking functions – such as those set out in the more limited licence granted to Bank Austria's Moscow branch.

Last year the central bank gave full banking licences to a dozen western banks in its bid to attract investment and to improve the performance of its own banks by exposing them to competition and know-how.

Dr Michael Franz, head of Bank Austria in Moscow, the first western branch in the Russian capital, vouches for the central bank's ability to assist western banks. He says the central bank has already used discretionary powers to allow him to undertake operations not set out in his original licence. He has, for example, been granted permission to take deposits from joint ventures, and recent central bank regulations allowing non-residents to open rouble bank accounts allow him to conduct operations in roubles, despite stipulations of his licence.

## Baby Bell sets up telecoms venture

By Andrew Adonis

US West, one of the US "Baby Bell" telephone companies, has established a joint venture to channel up to \$500m (£337.8m) into upgrading Russia's telecommunications.

The Russian Telecommunications Development Corporation brings together US West's existing Russian assets, totalling \$110m, \$40m of equity commitments from financial investors, and \$35m in debt and quasi-equity funding from the Overseas Private Investment Corporation, a US government agency.

The funds, boosted by borrowing and receipts from existing US West investments, will be used to fund network modernisation and mobile communications projects in Russia.

AT&T, the US long-distance operator, has Russian investments but US West is the only one of the seven US "Baby Bells" making a significant commitment to Russia.

Its Russian operations include mobile services in St Petersburg and Moscow, and a 50 per cent stake in a company operating three international gateway telephone switches.

Analysts estimate it will take \$30bn-\$120bn to bring Russia's telecoms network up to the level of Spain, which is itself far behind the most advanced western nations.

According to CIT Research, a London-based consultancy, Russia has about 10 lines per 100 people, less than the Baltic states but significantly more than Poland and Hungary. Spain has about 35 lines per 100 people.

US West's investment priorities are the "50-50 project" for modernising Russia's trunk telecommunications network and an expansion in its number of cellular licences. It currently has eight licences, and has applied for a stake in 15 of the 60 likely to be awarded next month.

Some investors are providing the extra \$40m of initial equity investment – Baring International Investment, Capital Research International, Emerging Markets Investors, GT Capital, Invesco CRAM, Montgomery Asset Management, and Morgan Stanley Asset Management.

## Greece abandons pledge on staffing

Greece's Socialist government has unveiled legislation which is likely to create 30,000 permanent civil service posts, writes Keri Hope in Athens.

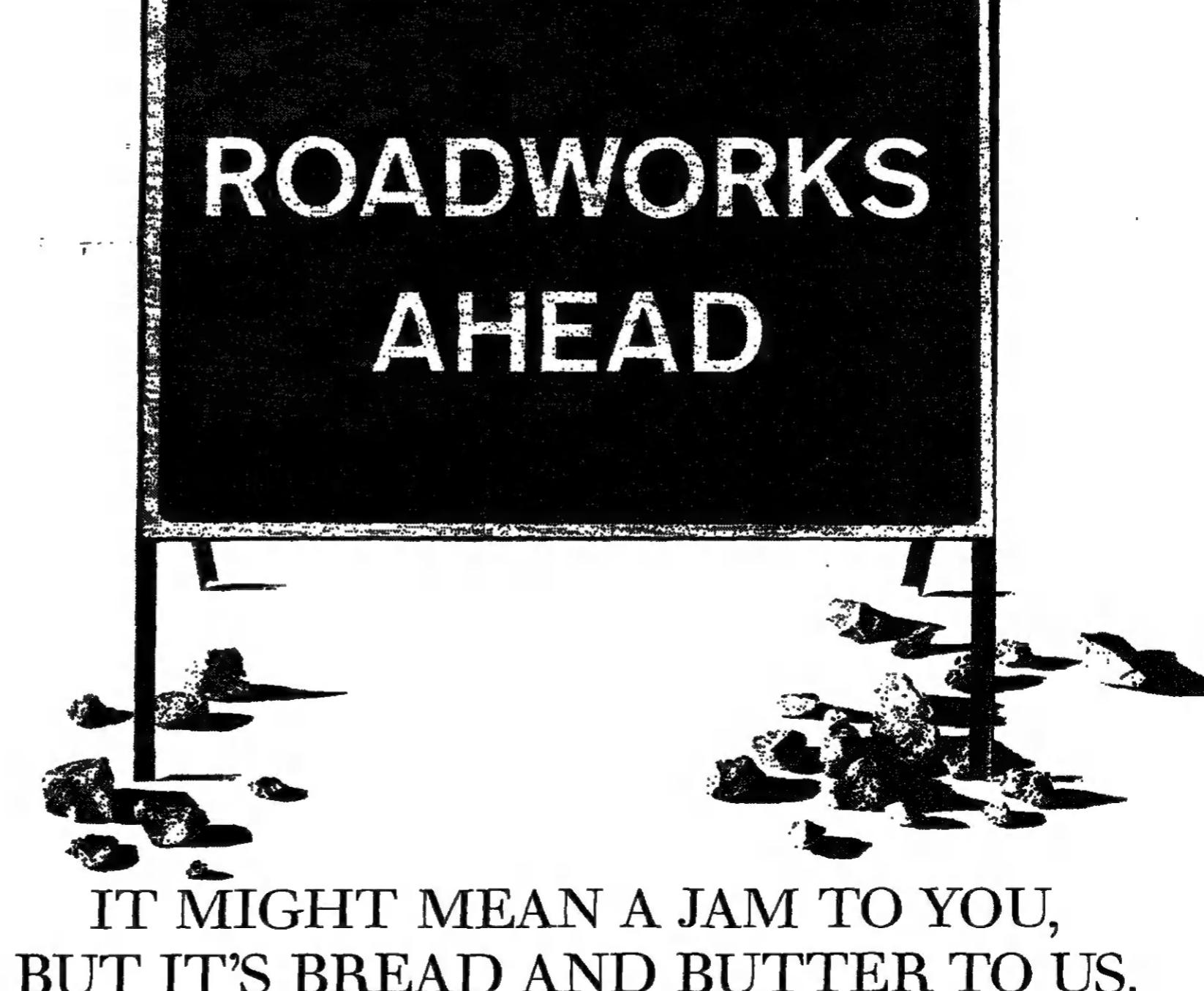
The draft law, to be presented to parliament later this month, appears to signal the Socialists' abandonment of an earlier commitment to the European Union to cut public sector staffing levels.

Permanent jobs for public sector workers employed on contract for at least six years would swell the civil service by about 8 per cent and further burden this year's budget.

The Socialist government assured the European Commission earlier this month that Greece would renew efforts to cut its borrowing requirement, estimated at 12.9 per cent of gross domestic product in 1993.

The former conservative government's pledge to cut thousands of public sector jobs under a structural reform programme agreed with the EU was dropped last summer.

The public sector wage bill soared after the conservatives granted extra pay rises and made more than 20,000 patronage appointments.



Diversions and contraflows are so frustrating. But look on the bright side.

They bring better communications and cheaper transport. And helping to improve Britain's roads is a major source of income for us.

Or at least it has been since 1989, when we acquired ARC, one of the country's leading producers of aggregates and coated roadstone.

After all, roads always need building and repairing. Even during a recession.

So, for us, ARC is rock solid. Literally.

It's also typical of the type of company into which Hanson likes to put its money. Those that cater for basic needs and essential services, vital to the economy, come boom or recession. London and Butterley Brick, for

instance. Two businesses that make us the biggest brick producer in the UK.

Quantum, the USA's leading producer of polyethylene, a constituent without which nobody can make plastic. And Peabody, the world's largest private coal company.

Diverse as these companies are, they have something else in common, besides solid foundations.

Our insistence on a healthy respect for the bottom line and tight financial controls.

A formula that has helped the capital value of our company grow from £500,000 to £15 billion in a little under 30 years.

Something to ponder the next time you find yourself caught in a traffic jam.

For a copy of our annual report, call 081 744 8444.

**HANSON**

A COMPANY FROM OVER HERE THAT'S ALSO DOING RATHER WELL OVER THERE.

This advertisement has been approved by NMH Holdings & Sons Ltd, a member of The Securities and Futures Authority. Market value based on share price at time of going to press.

# Electoral reform hanging in the balance

William Dawkins assesses the chances of Japan's premier in an upper house parliamentary vote

**M**r Morihiro Hosokawa, Japanese prime minister, faces a daunting task this week as he struggles to overcome last-minute obstacles to parliamentary agreement on plans to reform Japan's discredited political and electoral system.

The outcome of the upper house vote hangs in the balance, a new experience for Japanese politicians, used to pre-cooking important decisions well in advance. "I can't tell what will happen until the very end," Mr Hosokawa said on Friday.

Political observers think the seven-party coalition will probably win by a narrow margin, accelerating the upheaval in national politics which began with the collapse last summer of the Liberal Democratic party government. But Mr Hosokawa will have to work overtime to garner the votes needed.

The coalition was aiming for a plenary session vote on Wednesday, the final stage before the four bills become law. But procedural delays and splits in its own camp have now forced the coalition tentatively to aim for a vote in the upper house political reform committee at mid-week, paving the way for a plenary vote by Friday.

Mr Hosokawa's fortunes have fluctuated almost by the hour during a hectic past week of political activity. If Mr Hosokawa fails to get agreement by January 29, the end of the parliamentary session, he is likely to resign and call a snap general election.

Urgent plans to stimulate the economy are stalled as a helpless finance ministry waits on the sidelines for parliament to complete its unpredictable business.

This makes a bewildering change from the days of the

LDP, when important decisions were prepared in an orderly manner, by committee, and parliament tended not to produce late problems, lamented one official.

The lower house passed the political reform bills by a bigger than expected margin two months ago, indicating that all

was clear for an accord in the upper house, the final hurdle. In theory, the coalition can count on 131 upper house votes, five more than the 126 needed for a simple majority in the 151-seat chamber.

But the voting arithmetic is complicated by the growing number of dissidents on both

sides of the house. The coalition's upper house majority is half the size of that in the lower house, making it all the more vulnerable to defections.

On the government side, the unity of the Social Democratic party, the largest coalition member, is shaky, despite a pledge of loyalty to the coalition from the socialists' convention last week.

Coalition officials believe five or more socialists might cross the floor and vote against the government, driven by fears that their party will do even worse under the new electoral system - a mixture of single-seat constituencies and proportional representation - than under the present, multi-seat constituency system.

Senior coalition officials are working hard to try to pull the potential socialist rebels and undecided independents into line.

Until recently, Mr Hosokawa

thought he could count on the support of a little known upper house group, the Nine Club, five populist members led by a professional comedian, Mr Yukio Aoshima.

That was until late last week, when Mr Aoshima indicated that the club might side with the opposition, through annoyance at the way in which the government was trying to steamroller reform through parliament.

Yet the opposition LDP is also divided. LDP members have been instructed to vote against the bills, reflecting older politicians' fears that reform spells the end of their comfortable careers.

But the LDP gave its leaders clearance on Friday to negotiate a compromise with Mr Hosokawa, so the opposition could change its mind at the last minute. To achieve this, Mr Hosokawa would have to offer compromises that might

offend the Socialists, so the chances are slight.

Even if the LDP does oppose the bills, as it did in the lower house, there will be defections. An estimated nine LDP upper house members are said to be ready to vote for the reform bills, which would nearly make up for the socialist defections and the unexpected opposition from the Nine Club.

When asked to guess the outcome on instinct, political observers point out that the LDP does not want to damage its already weak popularity by being seen to destroy political reform, for which Mr Hosokawa has a strong public mandate.

The LDP's finances are in shape to fight a quick election. On top of this, the socialists are keen to retain their first experience of power for 45 years, if only because recent polls indicate they would fare badly in an election.

## Caracas considers rescue for bank

By Joseph Menn in Caracas

A financial crisis at the second largest bank in Venezuela seems to be the latest manifestation of years of lax banking supervision that has contributed to past banking failures.

Banco Latino, reporting assets equivalent to \$1.6bn (£1.27bn) at mid-year, was suspended from the national cheque clearing system by the central bank on Thursday. The Caracas-based bank, with branches throughout Venezuela, is expected to re-open - which it did not on Friday - but there was no official word on when.

The government, meeting yesterday with representatives of the largest Venezuelan banks, was considering solutions. These included direct government intervention (which could lead to a restructuring or liquidation), a government-backed recovery programme without intervention, sale of the bank or its closure and liquidation.

The outcome seen as most likely would be the government and the other big banks providing support so that Banco Latino might recover.

The bank's last published figures, in mid-1993, gave no indication of any financial trouble. It had total deposits of \$1.56bn, of which 92 per cent were from the public. In the first half of 1993, the bank had total revenues of \$362.4m and net earnings of \$10.1m.

Banco Latino, founded in 1950, owns Banco Latino International in the US and a subsidiary in the Netherlands Antilles. It is the country's leading financial institution in passbook savings and trust fund management.

It grew rapidly during the second administration of President Carlos Andrés Pérez, who took office in 1989 but was ousted last year to face corruption charges.

The bank was controlled by Mr Pedro Tinoco, a wealthy businessman and former finance minister who was a close friend and adviser of Mr Pérez. Mr Tinoco, who died last year, was central bank president from 1989-92. The largest stockholders are Mr Tinoco's estate, the Febres Cordero family, and the Cisneros industrial-commercial group which is controlled by two brothers.

The bank's board blames its predicament on outside forces, including a rumour campaign, an alleged failure by a government entity to pay a debt of \$75m on time, and a local television station's news of the government's decision to act on the bank. (The news was carried by other media.) The bank said that it lost more than \$500m in deposits in recent months due to rumours. Small depositors, however, seem to have been unaware of the bank's problems until it was shut down last week.

The problems will not be fully explained clearly before an independent analysis of the books. In recent years of high real interest rates, though, the bank aggressively sought deposits from corporate clients and the general public, offering among the highest rates in the market.

Last year, Venezuela's economy contracted after three consecutive years of strong growth, thereby increasing bad debts and reducing income from loans and investments.

Savings deposits up to the equivalent of \$9.345 are guaranteed by the Venezuelan government, although past banking collapses have entailed long delays before depositors were compensated.

After the government had intervened in three banks - Banco Nacional de Desarrollo (1978), Banco de los Trabajadores (1982) and Banco de Comercio (1985) - some clients and creditors never collected, and those responsible for the banks' failures for the most part went unpunished.

Mrs Ruth de Krivoy, central bank president, has worked hard to tighten the regulatory system since she took over in 1992, and a banking law to correct regulatory and other deficiencies took effect this month. This allows competition from foreign banks, sets strict capital requirements and provides regulators with power.

Critics of the Venezuelan banking system, including some bankers, say questionable practices have been common. The newspaper, *El Diario de Caracas*, outlined a few yesterday. They included connivance between bankers, investors and politicians, sloppy regulation and supervision of banks, (improper) lending to high bank officials, and betting the government will provide financial assistance.

## Sheikh on trial in Kuwait

Sheikh Ali Khalifa al-Sabah, former Kuwaiti finance minister, is among five people due to stand trial tomorrow on charges of embezzling public funds, the official Kuwait News Agency said yesterday. Reuter reports from Kuwait.

"The criminal court will look into the case of five persons, three of whom are Kuwaitis, against whom the general prosecution had filed charges of embezzling funds of the Kuwait Oil Tanker Company (KOTC)," the agency said.

The report was the first time Sheikh Ali, who is a member of the ruling Sabah family, had been named by an official body in connection with the case. The agency named the other four as Nasim Mobsen, a Jordanian, former financial manager of KOTC; Hasan Qabazard, former deputy KOTC chairman for financial affairs; Mr Tim Stafford, a Briton, and Abdulfatah al-Badr, the company's former chairman.

Mr Qabazard has been in detention in Kuwait since January last year. Sheikh Ali is currently in Kuwait. The other three defendants are abroad. Sheikh Ali was oil and finance minister from 1983 to 1985, oil minister from 1985 to June 1990, and finance minister from June 1990 to April 1991.

A KOTC official has said the company's total losses from fraud may amount to \$200m. A judicial official has said the case alleged fraud involving about \$100m. KOTC is a subsidiary of state oil conglomerate Kuwait Petroleum Corporation, which the oil minister chairs.

## Turkmen leader wins support

The government of former-Soviet Turkmenistan has said that voters in the Central Asian republic, by endorsing the leadership of Mr Saparmurat Niyazov, have granted the president a 10-year term of office, reports Steve LeVine in Istanbul.

The result of a referendum on Saturday, whose 99.9 per cent margin was predicted because of Mr Niyazov's tight grip on power, probably reflects broad support for his plans to convert Turkmenistan's natural gas into higher living standards for the country's 3m people.

Turkmenistan, like neighbouring ex-Soviet republics of Azerbaijan and Kazakhstan, sits on big reserves of largely untapped oil and natural gas and oil.

### Ford in sales call to Toyota

Toyota, Japan's largest carmaker, has been asked by Ford to sell the US car group's vehicles in Japan, writes William Dawkins in Tokyo. Mr Shigeji Tsuji, Toyota's managing director, said that Ford's Japanese unit had approached Toyota and opened talks with Toyota sales affiliates in the Tokyo area. Toyota's decision last year to sell 20,000 General Motors cars annually through its Japanese dealerships, from 1996, marked an important stage in the car industry's attempts to defuse US criticism that Japan was closed to imports.

### Jordanian death sentences

Three Moslem fundamentalists in Jordan have been sentenced to death for plotting to assassinate King Hussein at a university ceremony last June, writes James Whittington in Amman.

All are members of the banned Islamic Liberation party which seeks to establish an Islamic state in Jordan. Two of the men were sentenced in absentia while seven others were given 15 years' hard labour. The sentences will now, for the first time, be reviewed by the Court of Appeal. Previously only King Hussein could commute military sentences.

### Singapore eyes Asian economies

Mr Lee Kuan Yew, Singapore's senior minister, has said the country is ready to invest up to 35 per cent of its reserves in Asia's fast-growing economies over the next 10-15 years, writes Kieran Cooke in Kuala Lumpur.

### Manila under IMF scrutiny

Philippine economic policy will be scrutinised this week during the course of government negotiations with the IMF on a new financing programme, writes José Galang in Manila.

Mr Ernest Leung, finance secretary, said at the weekend the policy discussions would evaluate whether existing laws could help government attain economic growth targets.

## Everglades clean-up intensified

By George Graham in Washington

The US administration is renewing its efforts to make sugar producers help to restore the Everglades, the spectacular swamp at the southern tip of Florida.

The Interior Department last week won the agreement of Flo-Sun Inc, one of the biggest sugar producers, to a clean-up plan that could cost it \$70m-\$100m (£47m-£70m) over the next two years, reviving a more extensive agreement in principle reached with the sugar industry last summer.

That deal broke down last month amid disputes between environmentalists and sugar growers over details.

But Mr Bruce Babbitt, interior secretary, said the Everglades was a test case for US ability to restore an ecosystem. He promised to press for a comprehensive agreement.

Much of the surviving Everglades, one of the world's largest wetlands with abundant bird and plant life, is protected in a national park but the fragile ecosystem depends on a steady flow of fresh water.

Drainage and civil engineering have created acres of farmland, mainly devoted to sugar cane, to the north of the park. This cuts the flow of water into the Everglades, raises salinity, and pollutes the flow with fertilisers which have nourished algae and exotic plants, choking native species.

With Flo-Sun now accepting a deal, federal and state government pressure on US Sugar, the other big grower, will increase.

But it is unclear whether the suspension will lead to a sub-

## Salinas seeks sweeping amnesty for guerrillas

By Damian Fraser in Mexico City

President Carlos Salinas of Mexico yesterday called for a special session of Congress to give an amnesty to rebel guerrillas who seized several states of Chiapas on New Year's Day.

The amnesty will be extended to all participants in the uprising, and will cover their illegal acts between January 1 and yesterday.

The president said that there would now be no reason for rebels to remain away from their villages; they could carry on with their lives peacefully.

Mr Salinas said he would soon propose an integrated plan for justice in Chiapas.

The decision followed criticism at home and abroad of the government's repression of

the rebellion, and widespread sympathy for the plight of indigenous people in the jungles of Chiapas.

A government official said the amnesty would create better conditions for peaceful solution to the conflict, adding that Congress would be convened today and that the necessary law would be passed as soon as possible.

On Thursday, Mr Salinas had announced a unilateral ceasefire in the conflict. He then said he would pardon rebels who had acted out of desperation or were pressed into the insurrection. The new amnesty, however, will apply to all participants. It seems to be unconditional.

In a further sign of the government's more conciliatory approach to the conflict in Chiapas, Mr Manuel Camacho

Salas, government commissioner for peace in the region, has accepted Bishop Samuel Ruiz of San Cristóbal de Las Casas as mediator with the guerrilla movement.

A government official said the amnesty would create better conditions for peaceful solution to the conflict, adding that Congress would be convened today and that the necessary law would be passed as soon as possible.

On Thursday, Mr Salinas had announced a unilateral ceasefire in the conflict. He then said he would pardon rebels who had acted out of desperation or were pressed into the insurrection. The new amnesty, however, will apply to all participants. It seems to be unconditional.

In a further sign of the government's more conciliatory approach to the conflict in Chiapas, Mr Manuel Camacho

## Peace overture in S Africa

By Patti Waldmeir in Johannesburg

South Africa's radical black Pan-Africanist Congress, blamed by police for numerous attacks against whites in recent months, said yesterday it was suspending its armed struggle and began telling guerrillas to disarm.

"We announce a unilateral moratorium on the armed struggle," PAC president Clarence Makwetla said. This was welcomed by Mr Hermus Kriel, law and order minister.

But it is unclear whether the suspension will lead to a sub-

stantial drop in attacks against whites. Leaders of the movement's armed wing, the Azanian People's Liberation Army, have been carrying out such attacks without seeking approval from, or even informing, PAC political leaders.

The new move seemed to pave the way for PAC participation in the election on April 27. Mr Makwetla said the aim was to show the PAC's "commitment to peace, which is essential to ensure free and fair elections".

An opinion poll in the Johannesburg Sunday Times yesterday showed PAC support at a

negligible 1.7 per cent - below the threshold required to gain a seat in parliament.

The poll also showed the African National Congress would win nearly two-thirds of the vote if elections were held now, the second poll in a week to predict such a large ANC victory. The ANC, with a two-thirds majority in parliament, would be able to amend clauses of the new constitution without support from any other party.

The ruling National party had 15.5 per cent in the Sunday Times poll and the Inkatha Freedom party 5.2 per cent.

## INTERNATIONAL PRESS REVIEW

### RUSSIA

Russia's press, which is at least half-free, thought the Russian-US summit less than overwhelming. It was respectful - even the opposition press was not as rude as it might be in the west - but it did not protest to having its socks knocked off.

Even *Izvestiya*, the most loyal to President Boris Yeltsin, headlined its Saturday report on the two-day visit "Yeltsin and Clinton basically happy - but there are problems". Among them was the readiness, or not, of the Ukrainian parliament to ratify its government's promises. On past experience, said *Izvestiya*, "we mustn't think that this matter is fully decided".

*Sovetskiy Rossiya* (The Independent) was characteristically sharper. It said that there was "nothing special" about the meeting and that "the expression of support for the reform course which Boris Yeltsin was adopting sounded the same as the noises Boris Yeltsin was himself making about reform". The resignation yesterday of Mr Yegor Gaidar from a future cabinet put these "noises" in some perspective.

*Sovetskiy Rossiya*, the irreverent Moscow evening daily, concentrated on Friday on the price of Bill Clinton's suite in the Slavyanskaya Hotel - \$185 (£124) a night, it said - against that paid by Michael Jackson last October in the Metropole (\$1,500 a night). It also noted that, to avoid disturbance to his few hours of sleep, "the market around Kiev Station just outside of the hotel was temporarily closed". Did the president know his visit had suppressed market activity?

**BELGIUM**

Allegations that bribes were promised or paid to Belgium's francophone Socialist party in 1988, to influence the award of an army helicopter contract, have whipped the Belgian press into a froth of indignation and self-righteous

جهاز اتصال

For once, we've found someone better than  
Saatchi & Saatchi to do our advertising.

The best shower  
of my life

Play all night - now ready  
for work - excellent.

Fantastic! - more  
business to British  
Airways. D

What a refreshing change!!! Well done

Very convenient, an  
excellent facility.

This is the ultimate airline service

John B.

Super Service BA!

D.C.

Best service I ever had  
in 30 years of air travel

Refreshing!

BAH

From weary traveller to  
human being - thanks BA.

Excellent!

SK

Feel like a \$ million.

First class  
I fly BA. ☺

The first real valuable  
service since airline food.

Most wonderful service in  
any airport. BAH

B.A. does it again.  
TAS.

I'll always fly BA for this.

JP

I do not want to travel  
with anyone else again

JD

Superb! At last the  
service continues after  
you land.

Another 1st for British  
Airways - excellent. yes.

Excellent idea - make a good  
journey wonderful. CM.

A brilliant idea - why  
should we need hotels?

Thanks. MR

Where would you look for the best recommendation of our new Heathrow and Gatwick Arrivals Lounges? Where else but in the Visitors Book.

CLUB WORLD  
**BRITISH AIRWAYS**  
The world's favourite airline

# Tory press compounds Major's woes

By James Blitz

Mr John Major's political authority faces a fresh test today when he gives evidence to Lord Justice Scott's inquiry into whether the British government illegally sold arms to Iraq in the late 1980s.

Mr Major's appearance before the inquiry marks the first time that a serving prime minister has given evidence to a judge in public.

The session's political significance has been heightened even further by the scandals and party in-fighting which have shaken his leadership since Christmas, amid tensions between Downing Street and sections

of the tabloid press, traditionally

staunch Tory supporters.

Weekend newspaper reports that

Mr Major had spoken derisively about

some right-wing members of his cabi-

net at a Downing Street dinner party

last week were the latest indication

that the cabinet remains badly split

over the theme of "back to basics"

and how it impinges on issues of per-

sonal morality.

Mr Tony Newton, the leader of the

House of Commons, claimed yester-

day that reports in the Sun and the

Daily Mail - which said that Mr

Major had told guests he would hap-

hily dismiss any one of the Cabinet

right-wingers - were untrue.

Sir Marcus Fox, the chairman of the influential Tory backbench 1922 com-

mittee, also claimed that the reports

were part of a vendetta by the press

against Mr Major.

"There are one or two people in

Fleet Street and one or two newspa-

per owners who make no secret of the

fact that they do not like this admin-

istration," he said.

These comments have served to

underline the deteriorating relation-

ship between the prime minister and

some tabloid newspapers such as the

Sun and Daily Mail, that were among

the Tory party's strongest supporters

at the last election.

Employment Secretary Mr David

Hunt yesterday accused some sections

of the media of trying to reduce the

back to basics campaign to the level

of a "Whitehall farce".

Mr Hunt defended the record of

the two government and the prime

minister and said: "You get unsub-

stantiated allegations appearing in

newspapers without any proof at all

and then they will suddenly slip away

and then [there are] further unsub-

stantiated allegations."

Mr Trevor Kavanagh, political edi-

tor of The Sun, said there was no

doubt that at present The Sun sup-

ported the Conservative party,

although there had been criticisms of

certain aspects of the administration.

"The suggestion that there is any

form of vendetta between us and the

Conservative party is nonsense. We

simply report the stories as they hap-

pen, and sadly for the Conservative

party they happen all too often these

days," he said.

As if to bear this out, the govern-

ment still appears far from certain

how to approach the more sensitive

areas of its back to basics policy.

It was confirmed yesterday that Mr

John Gummer, the Environment Sec-

retary, had postponed publication of a

blueprint on housing policy, fearing

that its research into allegations of

queue-jumping by single mothers did

not stand up to scrutiny.

## Britain in brief

MPs to probe

dam contract

MPs will today investigate a

deal signed by the British govern-

ment in the late 1980s to

spend £234m helping to build

a 600MW hydro-electric power

station on Malaysia's Pergau

river, against the advice of

civil servants.

The aid package was the

largest amount ever spent by

the British government on a

single overseas development

project. But last October, the

National Audit Office issued a

report saying that the "the

economic viability of the proj-

ect . . . was marginal" and that

it was "a very bad buy."

In particular, some MPs are

concerned that the project

might have been linked to a

sale of military equipment to

the Malaysian government,

which would have been illegal

under British law.

**Optimism on**

**prospects for**

**steel industry**

Productivity in the UK steel

industry is more than 10 per

cent higher than the European

average, but steelmakers must

continue improving their com-

petitiveness, says a report

today from the Confederation of

British Industry.

The industry is performing

as well as any in the world,

and its success in improving

competitiveness should be

applauded, says Mr Duncan

McKenzie, senior economist

with the CBI's National Manu-

facturing Council.

New markets in the Asia

Pacific region and China, the

Indian sub-continent and Latin

America meant the outlook for

an increasingly efficient UK

steel industry was positive.

Mr McKenzie said exports

had risen from £929m in 1981

to £2.77bn in 1992, with the

trade surplus rising from

£412m to £1.76bn.

**Salary concern**

**over Railtrack**

The UK Treasury has voiced

its concern to Railtrack -

which is to run the UK's rail

infrastructure from April -

over the salaries it is proposing

to pay some of its directors.

The Treasury's interest in

Railtrack's salaries was

prompted by the company's

proposal to take on a seconded

civil servant from the Depart-

ment of Transport, with

reports that his salary could be

more than £100,000 if he

becomes a full time director.

The Treasury does not want

to see a state-owned company

"wasting tax payers' money" by

overpaying directors and

believes it is important that

Railtrack demonstrates its ability

to keep costs low.

**British Gas in**

**pipeline plan**

British Gas, the former state-

owned gas company, is in

negotiations to play a leading

part in the construction of a

1,200 mile gas pipeline from

Scotia to Brazil.

The project is estimated to

be worth a total of £1.5bn,

including power generation

and distribution. "We are

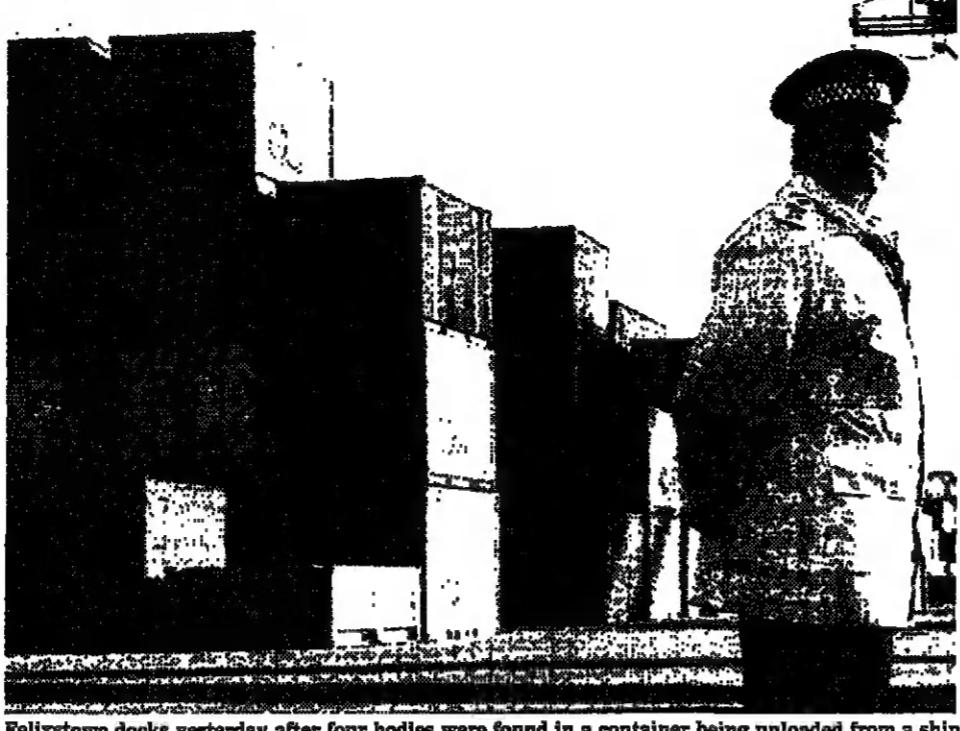
looking to become one of the

leading companies involved,"

British Gas said yesterday.

Work on the pipeline is

expected to start in early 1995.



## Venables deals face further scrutiny

By Bronwen Maddox

Further details have emerged of controversial business deals

by Mr Terry Venables, the former chief executive of

Tottenham Hotspur, as the Football Association struggles to decide whether to make him

England manager.

Panorama, the BBC current affairs programme, has obtained a document which sheds more light on the way

Mr Venables raised money to

take over the football club in 1991 with Mr Alan Sugar, the businessman. Doubts over the

source of that finance have been

main reason for the FA

# CONTEMPORARY CLASSICS FROM THE FINANCIAL TIMES

**THE FT DESK DIARY, WITH OVER 100 PAGES OF METICULOUSLY RESEARCHED INFORMATION PRESENTED IN A CHOICE OF THREE SUPERB FINISHES MUST BE YOUR CHOICE FOR 1994.**

## AN INDISPENSABLE BUSINESS TOOL

The FT Desk Diary is an invaluable aid to good management. Not only does it make day-to-day planning simpler and more efficient, it's also indispensable as a permanent ready-reference source. In fact, it's like having an international business database on hand whenever you need it.

All information has been meticulously researched with everything easy to find and clearly laid out just as you would expect from Europe's leading business newspaper, the Financial Times. After all, our reputation has been founded on interpreting the needs of business people everywhere.

Whether you need important statistical information, business vocabulary in four languages or details of which airlines fly to which city, the FT Desk Diary will tell you. Plan your trip to the smallest detail with the help of the diary's useful information.

## THE CONTENTS THAT MAKE IT MORE THAN A DIARY

Business Directory. Contains a Stock Market and financial glossary. Lists the top 100 international banks, computerised databases, world stock markets, and other major international organisations.

Business Travel. Has 28 pages of country surveys covering airports, car hire, hotels, visa and currency regulations, business hours and useful addresses. Also, a business vocabulary in four languages, world time differences, maps of the world's major business centres and climatic conditions in 75 international cities.

Diary Section. Runs from 25th November 1993-25th January 1995 and shows a week to view, international public holidays, number of days passed and left in the year together with calendar week numbers. Plus four months of the 1994 calendar on each page.

Statistics and Analysis. Graphs showing the FT Actuaries British Government All-Stocks Index, FT-SE 100 Index, Dow Jones Industrial Average, the Standard and Poor's 500 Composite Index and the Nikkei Average Index.

World Atlas. Updated 48-page full colour World Atlas. Detachable Address/Telephone Directory with international dialling codes.

## BOUND TO GET YOU NOTICED

According to your taste and budget, there's a selection of cover bindings to choose from-rich black leather, burgundy bonded leather or black leathercloth.

## THE FT CHAIRMAN'S SET

For those wanting the ultimate in quality and craftsmanship, there's the FT Chairman's Set. Comprising a matching desk and pocket diary, it is bound in rich brown leather with fine gold tooling on the cover and comes complete in its own presentation box.

## THE FT PINK DESK DIARY

Produced in response to the demand for a smaller, more portable FT diary, the FT Pink Desk Diary with its distinctive size and shape make it equally at home on a desk or in a briefcase. Although compact, it contains a wealth of business information, and its innovative page a day layout allows ample space for each day's notes and business expenses. It is covered in black bonded leather.

## THE FT POCKET DIARY

The FT Pocket Diary has a week to view diary section and contains 34 pages of business and travel information. It has white pages and is available in black leather, burgundy bonded leather and black leathercloth. It comes with a detachable Personal Telephone Directory which tucks inside the back cover of the diary.



### ORDER FORM

Please tick where applicable.

Please send me the FT Collection Catalogue and Order Form.

I am interested in using the FT Collection as business gifts, please send me details.

I wish to place a firm order as detailed below.

REF: 301043

Name (Mr/Mrs/Miss/Ms)

PLEASE PRINT

Position

Company

Address

Postcode

Telephone

### FOR YOUR FREE FT COLLECTION COLOUR CATALOGUE RING 0483 576144 NOW!

Please return to:  
FT Collection,  
Customer Services Department,  
P.O. Box 6, Camborne, Cornwall,  
TR14 9EQ.  
Fax: 0209 612830.

**How to complete your order.**

1. Indicate the quantity and diaries you require.
2. Indicate how many items you wish to have gold blocked with your initials and/or surname. Please give details separately.

PRODUCT	CODE	UK (incl. VAT)	EC (incl. VAT)	REST OF WORLD	QTY	SUB TOTAL
<b>1994 DIARIES</b>						
Chairman's Set**	CS	£148.78	£157.27	£140.56		
Desk Diary, Black Leather	DL	£ 76.80	£ 82.37	£ 74.83		
Desk Diary, Burgundy Bonded Leather	DB	£ 48.56	£ 54.13	£ 50.80		
Desk Diary, Black Leathercloth	DC	£ 28.02	£ 32.69	£ 32.08		
FT Pink Desk Diary	DP	£ 32.91	£ 36.97	£ 34.63		
Pocket Diary, Black Leather	PL	£ 16.09	£ 15.35	£ 13.37		
Pocket Diary, Burgundy Bonded Leather	PB	£ 13.92	£ 14.18	£ 12.58		
Pocket Diary, Black Leathercloth	PC	£ 12.57	£ 12.89	£ 11.28		
FT Pink Pocket Diary	PP	£ 14.57	£ 15.16	£ 13.37		
Slimline Pocket Diary	SP	£ 12.63	£ 12.95	£ 11.34		
Euro Diary, Black Leather	EDL	£ 46.00	£ 49.68	£ 45.50		
Euro Diary, Blue Leather	EDBL	£ 46.00	£ 49.68	£ 45.50		
North American, Desk Diary	USD	£ 40.00	£ 45.57	£ 43.51		
North American, Pocket Diary	USDOP	£ 14.62	£ 14.88	£ 12.97		
<b>PERSONALISATION</b>						
Initials (max. 4)	I	£ 2.59	£ 2.59	£ 2.20		
Name (max. 20 characters)	N	£ 4.64	£ 4.64	£ 3.95		
TOTAL						

All prices shown are inclusive of postage and packing and VAT where applicable. VAT is now chargeable on all orders from the EC. If you are ordering from business purposes outside the UK and are registered for VAT, please quote your VAT number. My VAT number is: \_\_\_\_\_

\*The Chairman's Set consists of two items, therefore the personalisation charge is double. The information you provide will be held by us and may be used to keep you informed of other FTBI products and may be used by other selected quality companies for mailing list purposes.

### HOW TO PAY

BY PHONE. You can pay by credit card by placing your order on our Credit Card Order Line 0209 612820.

BY FAX. If you wish to pay by Credit Card you can fax this order to us on our Credit Card Fax Order Line 0209 612830.

BY MAIL. Return this order form with your payment to the address given above.

Payment must accompany your order and cheques should be drawn on a UK bank account made payable to "FT Business Information".

Tick method of payment.

Cheque  Money Order

Card No.

(If the billing address differs from the above, please notify us).

Expiry Date: \_\_\_\_\_

(Please complete as your order may be returned if expiry date is not shown).

For further information on business gift orders, please ring 0483 576144.

FT Business Enterprises Ltd, Registered Office, Number One Southwark Bridge, London SE1 9HL. Registered No. 960696.

### CREDIT CARD ORDER LINE

Telephone orders for less than 25 items:

0209 612820

Despatch No.

Date received.

Cardholder's Name (Block Capitals):

Cardholder's Signature:

## THE FT PINK POCKET DIARY

The FT Pink Pocket Diary with its unique week to view landscape format has the same information as the FT Pocket Diary and is hugely popular. It has FT-pink pages and is covered in black bonded leather. It comes with a detachable Personal Telephone Directory which tucks inside the back cover of the diary.



## THE FT SLIMLINE POCKET DIARY

The FT Slimline Pocket Diary slips easily into your pocket. It has a fortnight to view format and is bound in black bonded leather with FT-pink paper and matching ribbon.



## THE FT EURO DIARY

The definitive European Desk Diary leads you through the labyrinth of EC departments, shows how the legislative system works and gives the most comprehensive country guides available anywhere. Key section headings are in five languages. Week to view spread divided into one hour segments. Full colour atlas and a detachable phone directory is included.



## THE FT NORTH AMERICAN DESK DIARY

The FT desk diary is also available in a North American edition. It contains detailed information on no less than 62 domestic cities and full travel facts to assist you on your journeys. The North American version of the pocket diary, profiles 19 international business centres, perfectly complementing the desk diary shown. Both include personal phone directory and have a week to view format.

## FT COLLECTION - A QUALITY PROPOSITION

What we've shown here is but a small sample of the range in the FT Collection, so why not send for the FT Collection colour catalogue and see for yourself? It is packed with many invaluable business essentials from diaries to document cases. Contact us now on 0483 576144, or write to:

FT Collection, 30 Epsom Road, Guildford, Surrey, GU1 3LE.

## HOW CAN YOU ADD EXCLUSIVITY TO AN ALREADY EXCLUSIVE RANGE OF BUSINESS ACCESSORIES?

All items will be doubly welcome if they are personalised with initials and/or surname in high quality, long-lasting, gold blocking. It's the kind of personal touch that enhances the pleasure and worth to the user.

## THE WORLD'S MOST APPRECIATED BUSINESS GIFTS

Our business gift services include:

- Gold blocking of your logo
- Up to eight sides of your own publicity material in the diaries
- Direct despatch of your gifts to the recipients together with your compliment slips or greeting cards

• Samples are available on request.

We will even reserve your choice of FT Collection gifts if you are unable to finalise your gift list early in the year and you will not be invoiced until your goods are despatched.

## LARGE ORDER DISCOUNTS

Furthermore - order 25 items or more from the FT Collection and you will qualify for discounts of up to 25%.

## SPECIAL INSTRUCTIONS FOR BUSINESS GIFT BUYERS

Contact Kate Thompson now on 0483 576144 for more details on our business gift services or write to:

FT Collection, 30 Epsom Road, Guildford, Surrey, GU1 3LE.



FT Business Enterprises Ltd, Registered Office, Number One Southwark Bridge, London SE1 9HL. Registered No. 960696.

## MANAGEMENT

## TIPS FROM THE TOP

# Making local heroes international

Percy Barnevick, president and chief executive of ABB, offers advice on building multinational teams for a global company

**A**ny multinational approach to management has to start from the top. Thus, ABB's supervisory board of eight includes four nationalities; and its eight-man executive committee is made up of German, Swedish, Swiss, American and Danish executives.

At group headquarters some 150 people represent more than 20 nationalities. The group's 50 global business area managers hail from countries such as Brazil, Canada, Denmark, Finland, Germany, Italy, Norway, Sweden, Switzerland, the UK and the US.

Every one of them in turn leads a team of local managers, each with responsibilities for day-to-day operations in a different country. For instance, a German based in Switzerland with global responsibility for a business area has among his team local managers in Italy, Germany, Sweden, the US, Norway, India, Saudi Arabia and the Czech Republic.

As business gets more globalised, the competitive advantages of multinational teams increase. Any single-nationality corporate culture will run into problems as soon as it aims to integrate larger operations from other countries.

In contrast, once the initial hurdles are overcome - which is no easy task and takes a lot of painstaking effort - multinational teams offer major benefits. Their combined understanding and insight into global and local business problems are much deeper. Benchmarking of operational performance on an international scale becomes routine. Rotation of specialists across borders to transfer best practices runs into far fewer problems and, for example, international supply contracts across borders and joint development projects become the norm.

Multinational teams can make unique use of their complementary skills and backgrounds. So ABB could exploit Finnish and German experience in dealing with Russians, longstanding Austrian relationships with Hungarians and Slo-



It is occasionally necessary to interfere... to force people to overcome the "foreigner" hurdle and safeguard the ideal

venians, traditional Scandinavian links with the Baltic states and Poland, when expanding into central and eastern European markets.

Now, with established positions in Poland and the Czech Republic, new team members from these countries help in building the group's presence further east.

Similarly, ABB uses Chinese-speaking team members from Singapore, Hong Kong or Taiwan in developing operations in China, or Brazilians and Argentines in pursuing its Latin American expansion. An important side-benefit is that we are able to recruit future global managers from the world.

ABB prides itself on being multi-national. The group has deep roots in many countries, respects national differences and cultures, and aims to achieve a strong local identity in each of its many home markets.

At the same time, we strive to develop a global corporate culture for all members of our multinational teams. One key element is having a common language. English was chosen at the outset, although a minority of the present 215,000 employees have English as their mother language.

Today, all executives use English

as their common language and ABB's currency for global reporting and consolidation is the US dollar. Most importantly, from the very beginning ABB established a common set of values, policies and operational guidelines to safeguard and promote a group-wide umbrella culture.

Multinational teams do not happen naturally - on the contrary, the human inclination is to stick to its own kind. If in selecting a manager the choice is between a compatriot with a familiar background, and a foreigner whose credentials appear strange and whose language is difficult to understand, objective criteria tend to lose out.

Competence is the key selection criterion, not passport. Therefore, it is occasionally necessary to interfere in the selection process, to force people to overcome the "foreigner" hurdle and safeguard the ideal of multinational teams. The value derived from the combined different backgrounds makes it well worth taking some risks.

Few people have by natural instinct the ability to work well within such teams. It takes patience, understanding and ability to communicate. One important route to developing effective team

members is to transfer employees to other countries.

I am not thinking so much of young people who spend six to 12 months abroad as part of their training and development, nor of the hundreds of people from newly acquired companies in former Econcom or Asian countries, who every year learn about modern company operations and get introduced to ABB's values and policies in western Europe and North America.

What I have primarily in mind is young western Europeans being transferred to Asia or America, and North Americans being assigned to Europe, Asia or Latin America. When after some years they return home, they have got a deeper insight into different cultures, and may even have picked up another language. They will have learned that their own culture is not always the measure for all things.

While such transfers on a massive scale may be costly, they are important for the development of effective multinational team members and global managers.

The common denominators in these efforts are communication, understanding and patience. There is no question that the price to pay for a high degree of "multinationality" is a major investment in two-way communication and consensus building across borders. Even after making full use of technical means of communication, a significant amount of time must still be invested throughout the organisation in face-to-face meetings and team work.

In the final analysis, openness, trust and respect are the key words in all this. At the end of the day, all people are "local" with their roots in some home country. It therefore takes a major, systematic and sustained effort to bridge the borders, build the multinational teams and thereby create a truly international organisation. But it is well worth while.

Next Monday: Tom Farmer of KwikFit on how to build an honest culture.

Simon Hall puts down his glass of champagne and frowns. Uneasy at the length of time his visitor has spent in the Gents, he sets off to find him. Hall opens the lavatory door and recoils in horror. The visitor, the senior partner at Dunwoody Standish, is lying on the floor in a pool of blood with both wrists cut.

Last night's episode of Headhunters, a new BBC drama, does not present the trade in its most flattering light. Hall works for one of London's foremost headhunting firms, where he spends his time on the mobile phone in constant search of hoods to "poach". A client wants to hire an entertainment lawyer. Hall does better by persuading him to poach a whole team. When the head of the old law firm finds out that his valuable assets are about to leave he is so upset he kills himself.

Headhunters have never been the most respected profession, but the message from the BBC seems to be that their ruthless tactics are pushing them to new depths of unpopularity.

Tim Clark, an expert on headhunters at the Open University, argues that the business does not deserve a bad name. He says that from the beginning people have viewed headhunting as a secretive, underhand business, disliking the process by which individuals are approached discreetly and persuaded to move jobs. "It is an easy industry to pick on. So much of the business is confidential. People don't know the full facts."

So what are the facts? Is there a moral problem with poaching? Might it be the responsibility of the headhunter to think about the mess that a person leaves behind when they change jobs?

"The world is very sensitive," says Ian Butcher of Whitehead Mann. "You can create problems if you take out key people. But most senior businessmen recognise that is part of the game. In this case, our loyalty is to the client."

For those from the defensive, headhunters view what they are doing with an almost missionary zeal. Paul Buchanan-Barrow of Korn/Ferry says he is "helping clients to make the best use of really excellent people, and helping people use their full potential".

Miles Broadbent of Norman

Broadbent agrees that "a successful headhunter provides an opportunity for someone capable of being a chief executive to become one". He lists successful British managers including Sir Colin Marshall at British Airways and Michael Harris at Mercury as among those headhunted into their jobs with great effect.

The business was not always

## Poacher turned TV star

Do headhunters deserve their BBC image, asks Lucy Kellaway



thus. Headhunting was unheard of in Britain until 1981 when Peter Brooke, a young aristocrat who is now a government minister, set up a British office for the US firm Spencer Stuart.

Three decades later the UK executive recruitment market - which includes both search (headhunting) and selection (advertising) - is worth about £250m a year. These days most companies use headhunters to fill any post that carries a salary of more than £70,000. Eton College, the England football team, the government and the Royal Family use headhunters. Even headhunters use headhunters.

Although the business has taken a knock during the recession, growth is forecast. Korn/Ferry boasts that its business is already running at 30 to 40 per cent above the levels of a year ago.

The business has grown partly because senior employees no longer feel unshakeable loyalty to their employers. Yet most do not reply to advertisements, partly because they have no time to comb through them, and partly because they are nervous about being found out.

But even if headhunters add

vital oil to the system, it might be argued that they are overpaid for what they do. Top headhunters earn £250,000 or more a year, while a middling one might be on a basic salary of £60,000 to £70,000 with a bonus worth the same again.

Their charges to clients are correspondingly high: a fee on success might be between 25 and 40 per cent of the first year's salary. According to Clark, the largest fee earned on a single appointment in the UK is £700,000.

Hardly surprisingly, headhunters themselves - most of whom are mid-career, and sometimes have impressive CVs of their own - think they deserve their heavy pay packets. Broadbent compares using a headhunter with using a solicitor to do conveyancing. "You want to make sure it is properly done," he says.

A good headhunter must be able to understand exactly what the client wants, and reason with them if the brief is unrealistic. Broadbent has a database of 8,000 to 10,000 possible candidates, and says: "It is our job to know who is potentially moveable." For any given appointment he might start with a list of 50 to 100 names, which he would pare down between four and six to present to the client. "We get paid the fee for saving them time chasing around," he says.

Kim Owen-Browne, who runs his own headhunting company, explains that getting the right people involved careful work. He says it is essential to get to know the candidate, which means talking to people who have been their bosses, their peers and who have worked for them.

This endless sifting through CVs and interviews makes headhunting a strange job, not as glamorous as is sometimes thought. According to Buchanan-Barrow, the endless wining and dining of possible candidates is a fiction: he is more likely to be having early morning assignations with people at placeless hotels on the M25 than lunching at the Ritz.

Even though headhunters collectively might not command the greatest respect, individual headhunters tend to find themselves popular wherever they go.

"Nobody puts the phone down on them. Not even the prime minister or chairman of big companies. That was what I found so fascinating," says Bill Bryden, executive producer of the BBC series.

The synopsis for the rest of his television series tells of a mid-life crisis and an escape by Hall to the country in search for his spiritual self. Headhunters may view the next instalments with detachment. They think they have found their spiritual selves already.

## CONTRACTS &amp; TENDERS

## INVITATION TO TENDER

Tenders are invited for the sale of the shares or the asset management of

MAGYAR GÖRDÜLÖCSAPÁGY MŰVEK Rt.  
(Hungarian Roller Bearing Works Ltd.)

by the State Property Agency (SPA) of the Republic of Hungary

This is a unique opportunity to purchase the largest significant manufacturer of roller bearings in the region, or to take on the role of asset manager of the Company with an option to acquire a percentage of its shares over a period of three years. In the latter case, an initial capital increase of HUF 400-600 million is required, to be matched by the Hungarian government.

Equity structure: Share capital: HUF 1,200 million (US \$ 12 million)  
Reserve capital: HUF 644 million (US \$ 6.4 million)

Ownership structure: 100% State property

The Company has succeeded in redeploying its productive capabilities to Western markets and has established a market position in Western Europe and the USA. Although operations are currently constrained by cash flow problems due to a large debt burden, the Company has been given priority by the Hungarian Government for debt consolidation and refinancing.

The production facilities of the Company are good according to Western technological standards. Some investment will be necessary to extend the product range and establish a quality assurance system meeting the ISO 9001 norm.

The deadline and venue for submitting bids is:

between 12.00 am and 2.00 pm on 2 March 1994  
Room 804, State Property Agency  
Budapest, XIII. Pozsonyi ut 56

A tender document listing the detailed terms and conditions of bidding and an information memorandum are available from the SPA's Central Information Office and its regional Information Offices for HUF 30,000.

Further information in Hungarian and in English may be obtained from Mr János Ragány (telephone: 36-1-269-8600) or Ms Karen McClellan (telephone: 36-1-267-0084 or 36-1-129-4650/ext. 2342; fax: 36-1-149-8587) respectively.

## INVITATION TO TENDER

The Privatisation Fund of  
the Republic of Croatia

hereby announces an open tender to sell 23.78% of the equity of

## Zagrebacka Pivovara

Croatia's largest Brewery

Zagrebacka has an annual capacity of 1m hl. and produced 760,000 hl. of beer in 1993. The company produces the oldest and largest brand in Croatia - Ozujsko Pivo, is strongly profitable, and is very highly capitalised.

Investors are desired who are interested in providing technological support and a license brand to Zagrebacka in order to continue its success.

Bids for Zagrebacka's shares are to be submitted on February 28 to the Privatisation Fund in Zagreb. The winning bidder will be able to increase the capital of Zagrebacka and to purchase additional shares in the future.

EPIC and its local partner INVESTCO have been mandated as the exclusive advisors to the Privatisation Fund of the Republic of Croatia regarding this transaction. Financial and strategic investors who are interested in this opportunity may receive an Information Memorandum and tender documents against a fee of DM 1000 and the signing of a confidentiality undertaking. For further information, please contact us at the telephone numbers listed below.

EPIC, European Privatization

and Investment Corporation

Flössigasse 8

A-1040 Vienna

Austria

Mr Gustav Wurmböck

Tel: (+43-1) 501-1911

Fax: (+43-1) 501-199

INVESTCO

Investments and Finances Co.

Gajeva 55

HR-41000 Zagreb

Croatia

Mr Andrej Deur

Tel: (+385-41) 422-518

Fax: (+385-41) 431-478

## LEGAL NOTICES

REGULATORY ACT 1993  
G.O.S. LIMITED 02627359  
H I BROMLEY LIMITED 02136823  
ORION AIR EQUIPMENT LIMITED 02272756  
PENINSULA LTD 01202 332627  
KEMMART (PRINTING MACHINERY LTD) LIMITED 01523222

NOTICE TO HIRERS Given pursuant to section 16 of the above named Companies will be held at return address. General Contractor, 7th Floor, Birmingham B5 4JU on 27 January 1994 for the return of all equipment previously hired together with a statement of their state, as well as the date of hire and the date of return. The amount of £500.00 will be retained for 12 months from 27 January 1994.

All of the names and addresses of the companies' creditors will be available for inspection, free of charge, at the offices of the above named Companies, 7th Floor, Birmingham B5 4JU on 27 January 1994.

NOTICE TO HIRERS Given pursuant to section 16 of the above named Companies will be held at return address.

General Contractor, 7th Floor, Birmingham B5 4JU on 27 January 1994.

All of the names and addresses of the companies' creditors will be available for inspection, free of charge, at the offices of the above named Companies, 7th Floor, Birmingham B5 4JU on 27 January 1994.

NOTICE TO HIRERS Given pursuant to section 16 of the above named Companies will be held at return address.

General Contractor, 7th Floor, Birmingham B5 4JU on 27 January 1994.

All of the names and addresses of the companies' creditors will be available for inspection, free of charge, at the offices of the above named Companies, 7th Floor, Birmingham B5 4JU on 27 January 1994.

NOTICE TO HIRERS Given pursuant to section 16 of the above named Companies will be held at return address.

General Contractor, 7th Floor, Birmingham B5 4JU on 27 January 1994.

All of the names and addresses of the companies' creditors will be available for inspection, free of charge, at the offices of the above named Companies, 7th Floor, Birmingham B5 4JU on 27 January 1994.

NOTICE TO HIRERS Given pursuant to section 16 of the above named Companies will be held at return address.

General Contractor, 7th Floor, Birmingham B5 4JU on 27 January 1994.

All of the

# THE MONDAY People page

## Healthy, wealthy... and wiser

Having sold his empire, Yves Saint-Laurent is a happier man, says Alice Rawsthorn

**O**n Wednesday the opulent ballroom of the Hotel Intercontinental in Paris will be filled to capacity when Yves Saint-Laurent takes his bow at the end of his latest *haute couture* collection.

In the old days the Saint-Laurent show provided the glittering finale to Paris couture week as befits one of the world's most famous designers and the patron saint of French fashion. But culture is not what it used to be.

The collections have become publicity stunts for the scents and sunglasses that bear the designers' names. The organisation of the shows is now so chaotic that, to the fury of the French, Saint-Laurent has been unceremoniously usurped from the final slot by Valentino, an interloping Italian.

Yves Saint-Laurent, 57, has probably not even noticed. After the show he will be whisked away behind the bullet-proof windows of his limousine back to the tranquillity of his 18th century townhouse on rue de Babylone in Paris.

He lives there as a recluse with a few faithful servants, his posse of bodyguards and his treasures: the Matisses in the library, the Edward Burne-Jones tapestry in the *salon* and the Andy Warhol portraits of Moujik, his beloved dog. For years members of the Paris social scene have spun sad stories about Saint-Laurent's illnesses and addictions, his problems with drink and drugs. But the rumours have died down in the past year. He has dried out, lost weight and now looks much healthier.

In any other country Saint-Laurent's traumas might make him prey to scandal or ridicule, but in France they simply add to his stature. He is, after all, an icon in fashion, an industry that is not only economically important to the French but cherished as part of their heritage. His vulnerability, his eccentricities, even his troubled mental history conform completely with the Gallic cliché of the tortured genius traumatised by his own talent.

Saint-Laurent says that his problems started at school. He led a sheltered

childhood in Algeria, then a French colony, as the adored only son of Charles, a wealthy business man, and his glamorous wife, Lucienne. But school was hell. "Perhaps I didn't have what it took to be a boy," he once said. "I didn't conform. My homosexuality was obvious. They hit me or locked me in the toilets. It was psychological torture."

He escaped to Paris at 17 when he won first prize in a fashion contest.

Karl Lagerfeld, the son of a German

condensed milk magnate who is now

his arch-rival as chief designer of

Chanel, came second. Saint-Laurent

then spent three months at fashion

school before being hired as an assis-

tant by Christian Dior, the grand old

man of French fashion. Dior died sud-

denly in 1957 and Yves, still only 21,

was catapulted into the most presti-

gious position in Paris fashion. His first

collection was a triumph. "Saint-Lauren-

t has saved France," was the head-

line in *Le Figaro*.

Disaster struck three years later

when Marcel Boussac, the machiaveli-

cian owner of Dior, loathed one of Saint-

Laurent's collections so much that he had

it allegedly "arranged" for him to be con-

scripted into the army. Military life was

just like school. Saint-Laurent had a

nervous breakdown and was admitted to

the mental illness ward of a military

hospital. He stayed there for three mon-

ths until he was rescued by Pierre

Bergé, a young art dealer who had fallen

in love with him at a Paris party.

Bergé then sued Dior, which had

replaced Saint-Laurent with another

designer, Marc Bohan, for breach of

contract and used the FF40,000 dam-

age to begin their own business. Saint-

Laurent went on to dominate 1960s

fashion with a string of innovations

from micro-minis to trouser suits. He

and Bergé bought the townhouse on rue

de Babylone and a sumptuous château

in Normandy where they entertained

the cream of the jet set.

By the late 1970s Saint-Laurent was

the toast of the fashion world and fabu-

lously rich, thanks to Pierre Bergé's



### ■ PERSONAL FILE

Born: 1936 in Oran, Algeria  
Education: Lycee in Oran  
Career:  
1954: design assistant to Christian Dior  
1957: chief designer at Dior  
1963: founded his own fashion house with Pierre Bergé  
1968: selected for first retrospective of a living fashion designer at Metropolitan Museum, New York  
1982: YSL becomes first French fashion house to go public  
1993: controversial \$650m acquisition of YSL by Elf Sanoft

business acumen. But Yves found it increasingly difficult to cope with the stress of the fashion business and the legacy of his childhood traumas. He retreated into his own world to wrestle with his depression. He has rarely been seen in public for the past ten years apart from brief appearances on the catwalk at the end of each collection. Bergé moved out of rue de Babylone in the early 1980s. He now has his own townhouse on nearby rue de Bonaparte and a new companion, Robert Merlot, once one of Saint-Laurent's assistants.

Saint-Laurent's days as a fashion innovator are long over. As his neuroses mounted, his designs became more conventional. Yet his 1960s achievements have assured his place in the fashion history books and the classic styles in his 1980s and 1990s collections are much more attractive to the middle-aged women who actually buy *haute couture* than the avant garde looks favoured by the fashion purists.

In the meantime Pierre Bergé has moved into the limelight. He entered the political arena in the 1980s as a confidant of François Mitterrand, the socialist president who, in 1988, made him head of the Opéra de Paris. He also stepped up his business deals, culminating in last year's \$650m acquisition of Saint-Laurent by a subsidiary of Elf Aquitaine, the state oil group.

The Elf deal caused a furor because of speculation over Mitterrand's sus-

pected involvement and payments of \$72m each to Saint-Laurent and Bergé. Bergé's fortunes have faltered since the socialists lost power. He has been ousted from the Opéra and the police are investigating allegations of insider dealing in Saint-Laurent shares on the eve of the Elf transaction.

The final indignity was last autumn's court case when a group of champagne companies forced Saint-Laurent to change the name of its new perfume, Champagne, in France.

Saint-Laurent himself seems in better shape than for years. He talks openly about the improvement in his health since he conquered his drink and drug addictions. He has told friends he feels liberated by the sale of the business.

He still spends most of his time behind the black lacquered doors of rue de Babylone. But he is often spotted walking his dog and sees more of old friends such as Catherine Deneuve, the actress, and Loulou de la Falaise, his vivacious design assistant. He also makes more frequent visits to his summer house in Marrakesh and his Normandy château, where he arrives by helicopter and is then transported around the grounds in a pony and trap.

Saint-Laurent even made an appearance at a party given last month by Bettina Graziani, a favourite former model at Dior. Paris-Match approved of Saint-Laurent by a subsidiary of Elf Aquitaine, the state oil group.

Saint-Laurent's days as a fashion innovator are long over. As his neuroses mounted, his designs became more conventional. Yet his 1960s achievements have assured his place in the fashion history books and the classic styles in his 1980s and 1990s collections are much more attractive to the middle-aged women who actually buy *haute couture* than the avant garde looks favoured by the fashion purists.

In the meantime Pierre Bergé has moved into the limelight. He entered the political arena in the 1980s as a confidant of François Mitterrand, the socialist president who, in 1988, made him head of the Opéra de Paris. He also stepped up his business deals, culminating in last year's \$650m acquisition of Saint-Laurent by a subsidiary of Elf Aquitaine, the state oil group.

The Elf deal caused a furor because of speculation over Mitterrand's sus-

### Personae . . .

## Schulmeyer returns to the 'fun' world of high-tech electronics

Hans-Dieter Wiedig reckons he has crammed 20 years' work into his 10 years at the head of Siemens' computer business.

The past three, spent trying to blend the conservative old group's operations with those of the free-wheeling Nixdorf enterprise, have been especially stressful, writes Christopher Parkes.

In the past 24 months, Siemens-Nixdorf Informationssysteme (SNI) has booked losses of almost DM1bn.

But his trials come to an end on October 1, when he surrenders his post to 55-year-old Gerhard Schulmeyer.

Formerly with Motorola, and now a main board member running the engineering group ABB's operations in the Americas, Schulmeyer says he believes his new job will be "fun".

That remains to be seen – as does the reaction of the existing management to the appointment of an outsider.

Top jobs in typically conservative German corporations are traditionally reserved for home-bred talent. But SNI, preparing to cast off 5,000 more employees and announce another

of business he knows best: high-tech electronics.

In the late 1970s he worked for Wega Radio, a Sony subsidiary, before moving to Motorola, where he worked between 1980 and 1988, latterly as executive vice president and deputy to the chief executive running Motorola Europe.

He then moved to ABB, based in Stamford, Connecticut, and at the end of the year went on to the main board.

As chief executive officer of ABB in America he presided over the integration of two important acquisitions, Combustion Engineering, and the transmission and distribution businesses of Westinghouse, although his period at the helm was characterised by what the company terms "flattish" earnings.

A restructuring of ABB last October put Schulmeyer in charge of the group's business throughout the Americas.

### Female judge on Japan's supreme court

Hisako Takahashi, a former director general of the labour ministry, has been named as Japan's first female supreme court justice, writes Emiko Terazono.

Takahashi, 66, will become one of the country's 15 supreme court justices when she succeeds Osamu Mimura, who retires next month. Prime minister Morihiro Hosokawa is trying to follow President Clinton's initiative to increase the number of women in key official posts.

Hosokawa had been concerned that although women are currently holding top legislative and administrative posts, none was held in the judicial branch.

Takako Doi, former leader of the socialist party, has become the first female speaker of the lower parliamentary house, and there are three female cabinet ministers.

Takahashi entered the labour ministry in 1953 after graduating from the University of Tokyo. She left last year after serving as cabinet counsellor and director general.

The appointment will be formalised at a meeting of the cabinet on January 25 and will take effect on February 9.

### Prudential picks outsider to fill Jackson's hole

Next month Bob Saltzman will become the first person from outside the founding family to be president and chief executive of Jackson National Life, one of the largest US life insurance companies, writes Alison Smith.

Set up in 1961 as a family firm, Jackson National was acquired in 1986 by Prudential.

In the gap before Saltzman was appointed, Jackson National was run by John Knutson, chief operating officer, who will stay with the company. "He has been minding the shop pro tem and dependably, but we were interested in someone to take responsibility for the whole operation," Newmarch says.

He was not, he adds, disappointed at not being able to appoint a chief executive from within Jackson National. Pasant was only in his early 40s when he left, so the succession policy was bound to be different from what it would have been had the chief executive been older.

# Efficiency and chips.

From company boards to circuit boards, the Financial Times Management and Technology Pages cover all the latest ideas and innovations.

They provide food for thought every Tuesday.  
The FT Management and Technology Pages.

FT. Because business is never black and white.

### Treuhandanstalt

The Privatization Agency is seeking an investor for  
**SITZMÖBEL GMBH HAMMER**

17358 Hammer

In Mecklenburg-Vorpommern

<b>The company:</b>	Products: Chairs, seats, corner seats, table frames, restaurant fittings and fixtures
<b>Employees:</b>	62
<b>Sales:</b>	approx. DM 6,000,000
<b>Operating result:</b>	Break-even
<b>Area:</b>	approx. 31,000 m <sup>2</sup>
<b>Buildings:</b>	approx. 9,200 m <sup>2</sup>
<b>Machinery:</b>	Average age 10 years, book value approx. DM 1,600,000
<b>Specialties:</b>	Installation of a modern heating system in 1992
<b>Price:</b>	DM 1,200,000 (negotiable)

Your contacts at the fair on January 18/19, 1994:

Mr. Tobias Hundertmark  
Mr. Helmut Jasper  
Mr. Aman Miran Khan

Treuhandanstalt  
Unternehmensbereich 1 IG 4  
Leipziger Straße 5-7  
D-10100 Berlin/Germany

Tel. +49-30-31542116

Fax +49-30-31542055

VISIT US AT  
COLOGNE FURNITURE FAIR  
Hausgeräte Hall  
Hall 13  
Aisle stand 12

### Treuhandanstalt

The Privatization agency is seeking an investor for  
**NORDDEUTSCHE POLSTERMÖBEL GMBH GÜSTROW**

23974 Güstrow

In Mecklenburg-Vorpommern

<b>The company:</b>	Upholstered furniture and frames
<b>Employees:</b>	185, hereof 35 in frame construction
<b>Sales:</b>	

## BUSINESS TRAVEL

**T**he signs to "centreville", rather than city centre, as you leave Dorval airport are a sign that Montreal is a North American city with a difference.

With the elegance, architecture and culture of a European capital, Quebec's financial hub has a special ambience. Splendid museums, a fine symphony orchestra and a dizzying choice of restaurants can make a business trip to Montreal an enjoyable experience.

Nevertheless, visitors whose French is limited to a few tourist phrases (or those who have yet to master the distinctive Quebecois dialect) may feel nervous at the thought of getting around and doing business in the world's biggest French-speaking city after Paris.

That discomfort is bound to increase on the drive from the airport. Billboards and signs along the roadside are in French, and only French. There is no Kentucky Fried Chicken in Montreal, only Poulet Frit Kentucky. What once was called Craig Street is now rue St-Antoine. More recently, Dorchester Boulevard, Montreal's main street, was renamed boulevard René-Lévesque, in honour of a Quebec separatist hero.

Although the travel agent may have booked a room at the Four Seasons or the Queen Elizabeth, the taxi drops you off at Hotel Le Quatre Saisons or Hotel Le Reine Elizabeth.

The city's newspapers - the only one written in English is the Montreal Gazette - are filled with stories on the popularity of Quebec's French-first nationalists. The Bloc Quebecois, which aims to make Quebec an independent country by the end of the decade, won enough seats in last October's general election to become the main opposition party in the House of Commons in Ottawa.

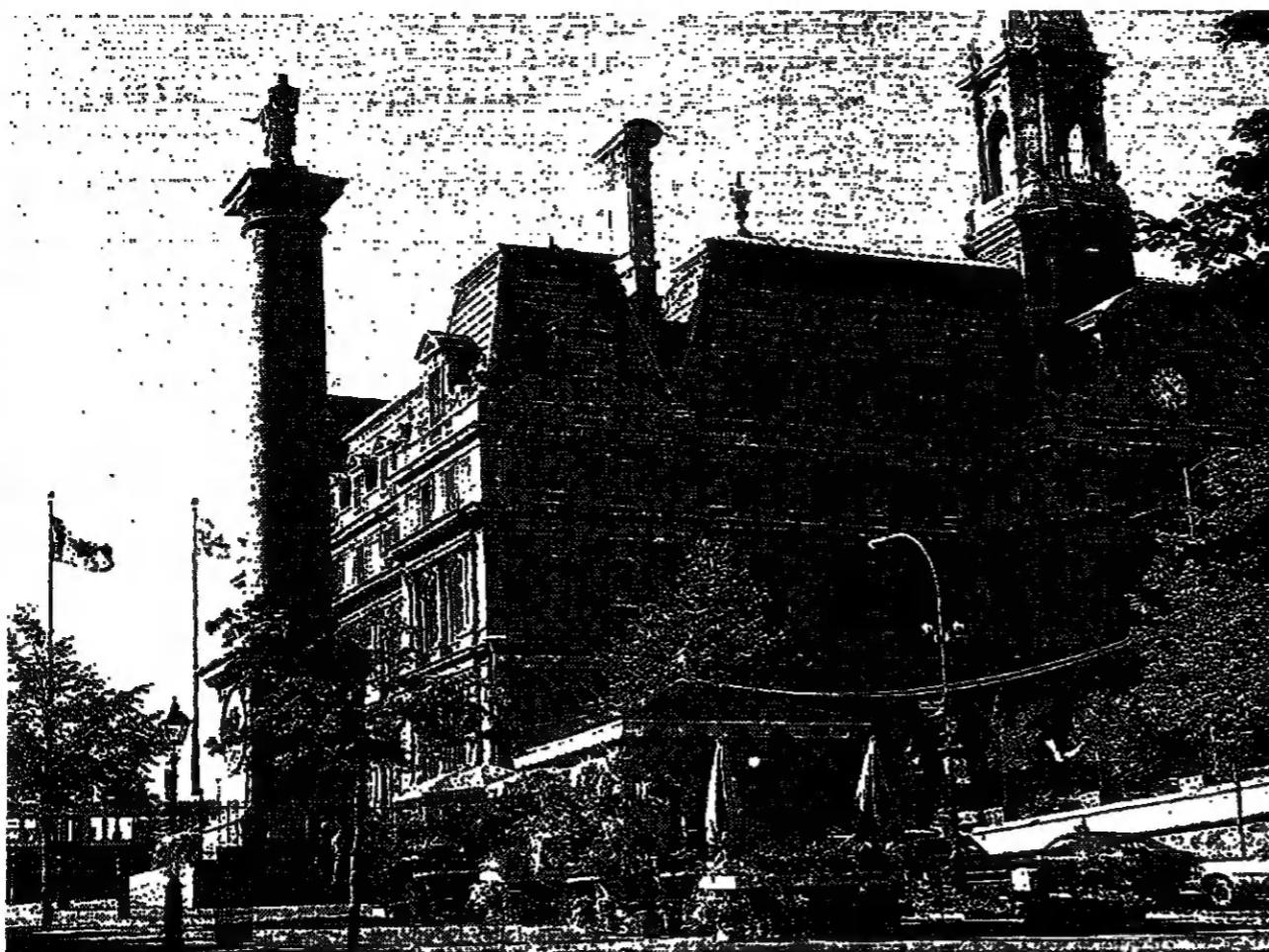
Its provincial counterpart, the Parti Quebecois, is leading in opinion polls in the run-up to provincial elections later this year. If it wins, it has promised to hold a referendum on independence by late 1995 and to reverse recent relaxations in the French-first language law.

With such a rise in nationalism, can a non-French speaking visitor possibly enjoy a visit to Quebec, let alone a business deal there?

Relax. A knowledge of French is useful, especially in shops, restaurants and in dealings with Quebec government

Non-French speakers need not worry: Montreal is an easy and enjoyable place in which to do business, says **Bernard Simon**

## Don't be daunted by Poulet Frit Kentucky



Montreal: the biggest French-speaking city after Paris has the elegance, architecture and culture of a European capital

officials. But it is by no means essential. "It's the bottom line that counts," says Mr Howard Gosselin, a Canadian who heads Barclays Bank's office in Montreal. "If they can make money by dealing with someone who doesn't happen to speak French, well, so what?"

Although Montreal has all the appearances of a French-speaking city, it is more accurate to call it bilingual. English is the mother tongue of about a third of its 3.2m residents,

including many members of the immigrant community (known locally as "allophones"). Before you have a chance to mumble an apology to your Quebecois hosts for your mangled French, they are likely to put you at ease with a tale in fluent English about their latest trip to London, Moscow or New York.

Until the late 1970s, Montreal was dominated by pillars of the Anglo-Canadian establishment such as Canadian Pacific, the

transport and resources conglomerate, Royal Bank of Canada, Sun Life, the insurance company, and Alcan, the aluminum producer. But the rise of an assertive group of Quebecois entrepreneurs, coupled with the departure of English-speaking visitors to Toronto in the late 1970s, when a form of independence appeared to be on the horizon, has created a new business class of well-educated French-Canadians.

Nowhere in Canada was sup-

port for the 1989 free trade agreement with the US. The immigrant community (known locally as "allophones"), before you have a chance to mumble an apology to your Quebecois hosts for your mangled French, they are likely to put you at ease with a tale in fluent English about their latest trip to London, Moscow or New York.

Montreal does, however,

retain some hallmarks of a close-knit community. Many business deals are still clinched over lunch in the city's somewhat stuffy clubs, like the Mount Royal and the St James.

A handful of institutions,

notably the Caisse de dépôt et

placement du Québec (the public-sector pension fund), Hydro-Québec (the power utility) and the Desjardins financial services group, are very influential. Business visitors would be well-advised to cultivate contacts in one or more of these organizations.

"More than most other cities, there's a very genuine and fully developed relationship between senior people in business, the universities and government," says Mr Reid Scowen, Quebec's delegate-general in New York. "Everybody knows each other and works together."

Barclays' Mr Gosselin adds that French-Canadians "work hard and negotiate hard, but they don't take themselves as

seriously as others [North Americans] do. There's a little more warmth in their attitude."

According to a recent opinion poll published by Maclean's magazine, 40 per cent of Canadians agreed with the statement that "we should eat, drink and be merry, for tomorrow we may die". In Quebec, the proportion is 71 per cent.

This zest for life is reflected in Montreal's array of fine restaurants. Among businessmen's favourites in the old city are the swish La Marée (404 Place Jacques Cartier) and St Amable (188 rue St-Amable). My own choice is Claude Postel (443 rue St-Vincent): located in a former mortuary and yet to be discovered by tourists or the corporate public relations set, it serves a mouth-watering *tarte de l'ain* (made with caramelised apples).

**P**opular spots in the office and shopping area south of McGill University include Restaurant Julian (1191 avenue Union), Le Cintra (2072 rue Drummond) and the more casual L'Actuel, whose specialty is mussels (1194 rue Peel). Miles (5357 avenue du Parc), an informal Greek seafood restaurant, is a 10-minute drive from downtown.

But if you like to dine early, prepare to dine alone. Montrealers tend to eat later than other North Americans. Most restaurants start to fill up only after 8pm.

Montreal's top - and thus most expensive - hotels are the Ritz-Carlton and the Four Seasons, which are close to each other on rue Sherbrooke Ouest. If your business is in the old financial district around rue St-Jacques (still known as old-timers as St James Street), the Hotel Inter-Continental on rue St-Antoine Ouest and the less expensive Hotel Radisson Gouverneur at Place Victoria are convenient.

I usually try for a room at the Centre Le Sheraton on boulevard René-Lévesque. Although in many ways just another large, modern hotel, the Sheraton offers good value for money in a good location (among other things, it is the first stop on the airport bus route).

Quebec winters are brutal and long. A foreign visitor will be far more miserable without the right clothing at this time of year than without a French phrase book. Temperatures often hover for days at minus 15°C-20°C. Streets and pavements are covered with a messy - and often treacherous - combination of snow, ice, slush and salt.

Gloves, a warm coat (a lined raincoat will do) and rubber overshoes or boots are essential. A hat is advisable. Anyone not used to walking on ice-flecked pavements should take care, especially on the streets sloping down from Mount Royal to the St Lawrence River. One wrong step and your lasting memory of Montreal will not be a fine meal, but the bruises, soiled clothes and embarrassment of being on your hands and knees in the middle of Beaver Hall Hill.

Even this well-known landmark is now known by an incongruous official French name: côte du Beaver Hall. Hill.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Even this well-known landmark

is now known by an incongruous official French name: côte du Beaver Hall.

Opera/David Murray

## Xerxes provides a sumptuous feast

How many modern Handel stagings get to enjoy revival for a fourth time? That is the rare and happy achievement of Hytner's version of *Xerxes*, deftly reproduced once more by Julia Hollander for the English National Opera. The translation, too, is by Hytner - a bright Restoration pastiche for the arias, cocky fast-forwards to modern talk in the recitatives, all of it singable. Hytner is a man of many parts.

*Xerxes* (Sarpe in the original Italian) is late-middle Handel, one of his few semi-comic operas. Hytner treats the opera comically throughout, and not just the *buffo* scenes. That entails only a little fun at the start, a little more later on, and a final septet, and in reign supreme - survives a bit of guying in the "serious" numbers. Hytner and the stateroom with many a joke in the background, just to keep things going, and for the arias while the despotically despairing brother, Arsames (Christopher Robson) sings the last of his laments, he shrive in his position on the floor.

If there were a lofty melodic drama in Handel operas, grand Persian parades and rigours. But besides

Louise Winter (left) and Yvonne Kenny in English National Opera's revival of Handel's *Xerxes*.

new medicine by the kindly former detective Rough, she asks what it tastes like. "Delicious!" Rough replies. "Something between ambrosia and methylated spirits. Do you mean to say you've never tasted good Scotch whisky?" Mrs Manningham remembers that it is what her mother used to give her when she had a fever - a child: her appreciation comes back, and gradually her sanity.

If there is a flaw, it is that the gaslights - which are central to the plot - never go down quite dramatically enough when there is a

prowler upstairs. Thus the really sinister element of the piece has been diminished.

After a decent interval, however, we can begin to respect the old crafts. *Rope* is a psychological thriller about a "perfect murder" based on a real *Gaslight* was originally presented as a thriller as well - Richmond, then in London's West End in 1938.

In Kenny Ireland's revival,

*Gaslight* has become a melodrama and is that. Sometimes it comes close to comedy. Whenever anything dramatic is happening, there is a tendency for heavy cello playing in the background and the chiming of bells. It is not until the that there is a real frisson.

This is when it becomes quite conceivable, even if you know in advance, that the director will change it and Mrs Manningham will slit her husband's throat instead of just testing him.

The play was initially in an unfashionable part of London around the end of the last century. It was a brilliant idea to change the place to Edinburgh, which is more appropriate, for much of the atmosphere is heavy, formal and dour, but not without manners.

At least this might have been written for the Scottish stage. When Mrs Manningham is introduced to a

new medicine by the kindly former detective Rough, she asks what it tastes like. "Delicious!" Rough replies. "Something between ambrosia and methylated spirits. Do you mean to say you've never tasted good Scotch whisky?" Mrs Manningham remembers that it is what her mother used to give her when she had a fever - a child: her appreciation comes back, and gradually her sanity.

If there is a flaw, it is that the gaslights - which are central to the plot - never go down quite dramatically enough when there is a

prowler upstairs. Thus the really sinister element of the piece has been diminished.

For the rest, the acting and direction are terrific. Vivien Heilbron, in the part first

played by Gwen Ffrangon-Davies, is a superbly nuttish Mrs Manningham throughout. At the end, when she realises she is sane, she becomes almost

frightening in the potential use of her power. John Fraser as Rough is an amiable Scottish former policeman, perhaps with too much of a doctor's bedside manner. And David Rintoul as Mr Manningham is an elegant Victorian villain

you are likely to find

Malcolm Rutherford

Royal Lyceum, Edinburgh. until Feb 2 (031) 223 223

## Hamilton's Gaslight shines as a melodrama

ew British 20th-century writers are undergoing such rapid rehabilitation as Patrick Hamilton who died, then almost forgotten, in Within the past year so, there has been a new biography by Sean French, a successful revival of Hamilton's play, *Rope*, in Chichester, and now a thoroughly enjoyed *Gaslight* in Edinburgh.

In the Hamilton was a considerable literary figure, as fellow writers J.B. Priestley, Coward, Ivor Novello and Graham Greene. The only question seemed to be whether he would remembered more for his novels than his plays. It was the plays that him affluent. Hollywood picked him up, and there are movies of both *Gaslight* and *Rope*.

his brother, Bruce, related in a biography published in 1973, partly the that drove Hamilton to drink, at least allowed him to drink such in relative comfort. Clearly there other factors. Hamilton developed a rigid attachment to Stalinism and was close acquaintance of the writer, Claud Cockburn. He had strange about religion disliked abroad.

many Englishmen, however, perhaps the key fact about him that second world war interrupted his career. When the war

was over, he was writing for the Scottish stage. When Mrs Manningham is introduced to a

Architecture/Colin Amery

## BBC builds on public's interest

What do opera and architecture have in common? They have both been elitist and face a battle to gain public appreciation.

Opera seems to be winning. It is now a popular interest in opera throughout the UK, which is increasingly well-served by improved Theatres. The internet has spawned video tapes and television coverage.

Much of the thing is happening in architecture. There enormous public interest in old and new buildings and landscapes, town planning, transport and environmental concerns. The starting point is do-it-yourself and home improvements, but it soon runs in wanting to understand Baroque or gain a glimpse of Gaudi.

At last, television has caught up with the public's appetite and last week two vastly but significant programmes. The series of *Building Sights* in the US. This promises to be an enjoyable series and important because it demonstrates literature, amusing and enticing approach to buildings.

The recession was a cause of the collapse in the building industry and the temporary falling of building projects. Many professions have been marginalised since the Thatcher years and have to question their for the recession. Architecture is suffering unemployment but they also believe in training in the arts because they are gods before learning through experience that they merely mortal links in the construction chain. These arguments are misrepresented by one-sided

Many of the ancient architects in the programme struggled to justify their terrible and terrible nature of the profession's gloom.

The programme presented by Peter Pawley, whose

view that it is all up the architects and that the decline in quality is largely the fault of politicians and the public, in continuing crusade against the public and the Prince of Wales, and in close architecture debate for ever.

The recession was a cause of the collapse in the building industry and the temporary falling of building projects. Many professions have been marginalised since the Thatcher years and have to question their for the recession. Architecture is suffering unemployment but they also believe in training in the arts because they are gods before learning through experience that they merely mortal links in the construction chain. These arguments are misrepresented by one-sided

The first programme was that old rascal of American architecture, Philip Johnson, telling why he loved Central Station in New York. Johnson is over but he was a spry, funny and sharp commentator on the passing show in the "most beautiful room in New York". Seeing the station built in 1924 by Warren and Wetmore is the belly button of New York. Johnson praised, and the concrete Mayan style Hollywood house as a long sexual tease. It filled her with "prolonged, unceasing, desire".

Frank Lloyd Wright you should be living at this hour.

All I need tell you about Jeff Koons and the Hancock Tower is that, in his view, "Mozart would have had a condo in 99th". There are eight of these in BBC this winter - they have broken the mould of architectural programmes on television. They have done architecture a great service and they illuminate with humour. Watch them: they are also blissfully short.



## Museum honours a jazz genius

Christina Lamb visits a new exhibition celebrating the life and work of Duke Ellington

**T**he dragon-like piano teacher, who became a familiar image to many people, it visualised the young Duke Ellington as a small, baseball-batted, Afro-American boy writing on the piano stool in a room to be by the wonderfully Mrs. Clinchises. As a result, he almost lost the greatest jazz composer of the century.

Fortunately, Ellington's career was revived in pool bars around his home town of Washington, DC, and during a summer job at the Poodle Dog Cafe he was soon filling in when the pianist arrived to be invited to play. Ellington's "Soda Fountain Rag", composed in 1923 at the age of 14 from bits of song he knew and set to the rhythms of the soda pullers, was the start of a long and prolific career.

Known as Duke for his aristocratic bearing, Edward Kennedy Ellington turned out more than 1,500 compositions including popular songs, instrumental, theatrical works, film and sacred pieces, written while criss-crossing the US on tour. His standards include such much-recorded numbers as "Sophisticated Lady", "Satin Doll" and "I Don't Mean a Thing (If It Ain't That Swing)", although perhaps his most enduring single recording was "Creole Love Call", made in 1935 with singer Billie Holiday in London only a year aged 21.

Ellington began his career at a time when sound recordings were in their infancy and jazz was denounced in the press as "ruining young girls". But he

broke new ground constantly and his music became the of jazz artist to inspire the kind of serious study usually reserved for the classical. He is the subject in a new book at Harvard University, a new major exhibition Beyond Category: The Musical Genius of Duke Ellington, in the Museum of the City of New York, on the fringes of Harlem, which will US cities until 1996.

The exhibition is based on 200,000 pages of documents and scores as well as photos, commentaries and other material by Ellington's son, Mercer, and acquired by the Smithsonian Institute in 1993.

There are interactive monitors where, by touching players on screen, you can call up individual members like Johnny Hodges, "Tricky" Sam Nanton or Cootie Williams. In their careers, listen to their solos, and see how contributed to Ellington's sound.

Accompanied by Ellington's music, you can the small Wurlitzer organ he had composed while on the road; by his piano stool; by his Nixon; he always wrote programmes from the Cotton Club and Carnegie Hall; and his record sleeves.

Murals life-size cut-out figures evoke from his life - from his youth in Washington, DC, as pampered only a butler, to leading The Serenaders in dance

halls while painting signs by day. Just as with the "Soda Fountain Rag", Ellington always fashioned out of what he heard and saw, whether it was dancing at the Cotton Club or simply people walking in the street.

But Ellington really began to shape in New York in 1923 with the arrival of trumpeter Bubber Miley, whose use of muted created a growling sound that transformed the band's sweet, melodic dance music style into the critics dubbed "Jungle jazz".

In all his natty and natural charm, Ellington found it difficult to break into the hotly competitive Manhattan club scene. The big band in 1927 when he was hired at Harlem's Cotton Club. Through its mighty radio broadcasts, the Ellington orchestra soon became famous nationwide.

Although a talented pianist, the was his real instrument and he attracted many great musicians - even bebop trumpeter Dizzy Gillespie a short time. Many of his compositions were written specifically to highlight the strengths of his players.

The was noted for fresh, improvised sound, yet the result of work. Typically, Ellington would have the musicians try out and suggest changes. Then, he would go away and re-work it.

By the 1940s, Ellington's influence everywhere. Yet,

music was loved by white society, colour prejudice that in many US cities was a problem they solved by renting a railway carriage for their tours. The late 1930s were difficult times but Ellington kept despite the decline of big bands, the closure of dance halls and advent of television. By 1955, though, the orchestra was reduced to accompanying ice-skaters at Flushing Meadow.

Just as the music world was writing him off, he made a stunning comeback at the Newport Jazz in 1976 where "Diminuendo and Crescendo in Blue", written 20 earlier, had the audience stomping in the aisles. At Newport was his best-selling album, he the cover of Time magazine and clinched a new with Columbia Records.

The was glorious years, culminating in 1973 with a celebration of his 70th birthday at the Nixon House. In 1974, Ellington succumbed to lung cancer - but he posed until the end from his hospital bed.

Once asked where his ideas came from, he said: "Oh man, I got a million dreams. That's all I dream all the time." He could, however, never have dreamt that would, one day, be rated worthy of academic study at a top university and a national exhibition.

Beyond Category: The Life and Genius of Duke Ellington, by John Simon (Simon & Schuster); The Duke Ellington Reader, by Mark Tucker (Oxford).

The Museum of the City of New York on Fifth Avenue at 103rd Street.

What do opera and architecture have in common? They have both been elitist and face a battle to gain public appreciation.

Opera seems to be winning. It is now a popular interest in opera throughout the UK, which is increasingly well-served by improved Theatres. The internet has spawned video tapes and television coverage.

Much of the thing is happening in architecture. There enormous public interest in old and new buildings and landscapes, town planning, transport and environmental concerns. The starting point is do-it-yourself and home improvements, but it soon runs in wanting to understand Baroque or gain a glimpse of Gaudi.

At last, television has caught up with the public's appetite and last week two vastly but significant programmes. The series of *Building Sights* in the US. This promises to be an enjoyable series and important because it demonstrates literature, amusing and enticing approach to buildings.

The recession was a cause of the collapse in the building industry and the temporary falling of building projects. Many professions have been marginalised since the Thatcher years and have to question their for the recession. Architecture is suffering unemployment but they also believe in training in the arts because they are gods before learning through experience that they merely mortal links in the construction chain. These arguments are misrepresented by one-sided

Many of the ancient architects in the programme struggled to justify their terrible and terrible nature of the profession's gloom.

The programme presented by Peter Pawley, whose

view that it is all up the architects and that the decline in quality is largely the fault of politicians and the public, in continuing crusade against the public and the Prince of Wales, and in close architecture debate for ever.

The recession was a cause of the collapse in the building industry and the temporary falling of building projects. Many professions have been marginalised since the Thatcher years and have to question their for the recession. Architecture is suffering unemployment but they also believe in training in the arts because they are gods before learning through experience that they merely mortal links in the construction chain. These arguments are misrepresented by one-sided

The first programme was that old rascal of American architecture, Philip Johnson, telling why he loved Central Station in New York. Johnson is over but he was a spry, funny and sharp commentator on the passing show in the "most beautiful room in New York". Seeing the station built in 1924 by Warren and Wetmore is the belly button of New York. Johnson praised,

and the concrete Mayan style Hollywood house as a long sexual tease. It filled her with "prolonged, unceasing, desire".

Frank Lloyd Wright you should be living at this hour.

All I need tell you about Jeff Koons and the Hancock Tower is that, in his view, "Mozart would have had a condo in 99th". There are eight of these in BBC this winter - they have broken the mould of architectural programmes on television. They have done architecture a great service and they illuminate with humour. Watch them: they are also blissfully short.

## INTERNATIONAL ARTS GUIDE

### BERLIN

**OPERA/DANCE**  
Staatsoper unter den Linden The main stage this week is the night on of a new production of Gluck's *Orfeo ed Euridice* by Achim Freyer conducted by Thomas Hengelbrock, with Anna Caterina Antonacci in the title role (200 472/2035 4494).

Deutsche Oper Gwyneth Jones heads the cast in Turandot on Wed and Fri, and also sings Ortrud in Lohengrin on Sun. Repertory includes Der fliegende Holländer, Rigoletto and a Stravinsky ballet production with choreographies by Balanchine and Béart. There are two performances next week of Le nozze di Figaro with Margaret Marshall and McLaughlin, and Arlind Rennhak's Kafka opera Das Schloss is revived on Feb 8 (341 0249).

Komische Oper A new production of Puccini's *Tributo*, staged by Christine Mielitz and conducted by Mario Venzago, has just joined the repertory. This week's performances also include Kupfer

### CONCERTS

Philharmonie Tonight: Emmanuel Ax, piano (200 472/2035 4494).

Symphonie-Orchester Berlin in by Glinka, Rachmaninov and Saint-Saëns, with piano by Olli Mustonen. Thurs, Fri, Sat.

Musik der Berlin Philharmonic in Faure, Debussy and Schumann. Jan 26, 27; Bernhard Haitink, Berlin Philharmonic (8132).

Schauspielhaus Tomorrow: Paul Hillier, The Threepenny Opera in music by Hildegarde von Bingen, Pärt and others.

Thurs: Enoch zu Guttenberg (MDR Chamber and Chorus in Mozart's arrangement of Handel's *Giulio Cesare*. Sun: Frank Feltz, Zimmerman violin recital.

Next Mon: The Academy of St Martin in the Fields (2090 2156).

**THEATRE**  
A production of Euripides' Cyclops, directed by Friedo Solter, opens at Theater on (2644 1225). Peter Tiefenbacher Vienna Burgtheater production of The Merchant of Venice can be seen at Berliner Ensemble (3160).

Gorki Theater's repertoire includes Pirandello's The Mountain and Athol Fugard's Master Harold and the Boys (208 2783).

Hedda Gabler can be seen at Schaubühne, in a new production directed by Stephan Breit (890023).

Tickets and information for theatre, revues, and

### NEW YORK

**OPERA/DANCE**  
Angels in America: Tony Kushner's epic

## Meistersinger school is now outdated

I confess that I was a card-carrying member of the *Meistersinger* school of training. I used to admire strict German apprenticeship system which was in the medieval guild society depicted in Wagner's famous opera. Like much of the UK economics establishment, I fervently believed that a *laissez faire* approach to vocational training was for many of British industry's failings.

Modern mastersingers do not claim that apprenticeships are needed in every sector. But they do believe strongly in a formal system of vocational qualifications, with minimum periods of study and strict examinations. They believe training cannot be left to the market. The collective mechanism – the government – quasi public bodies such as chambers of commerce – is deemed essential if workers are not to be shorthanded.

Interventionists will be comforted to learn that top Clinton administration officials such as Mr Robert Reich, the labour secretary, are greatly impressed by continental European training methods. Time and money permitting they will expand the role of the federal government.

Yet I have seen enthusiasm for public intervention in training waning. The country could flout the mastersinger rules more defiantly than America. The system is unquestionably biased towards academic training. There is no national system of vocational standards such as Britain is struggling to create. Companies are left largely to their own devices. A ragbag of ineffectual public training schemes is mainly at the moment unvoted.

The US thus ought to be in a terrible mess. If the mastersinger school's arguments sound, it would be fuelled by shoddy workmanship and poor service. Yet neither anecdotal evidence nor economic statistics bear out such worries.

The service in US restaurants, hotels and department stores is generally attentive and friendly – if employees lack formal vocational qualifications. Plumbing and central



**MICHAEL PROWSE**  
on  
AMERICA

heating systems are not constantly breaking down. There is little of blue-collar incompetence.

The macroeconomic figures are even more impressive. Contrary to some claims, Germany and Japan remain less efficient than the US. Throughout this century, the US enjoyed much higher rates of manufacturing productivity than any of its rivals. Most studies – including those by the Organisation for Economic Co-operation and Development – indicate that it extended its productivity in the past decade. Its share of world export markets is rising and it is doing particularly well in such areas as capital goods that require high levels of technical expertise.

The mastersingers still find the US's success baffling. According to their theories, private-sector training efforts are blighted by "market failure". In the markets, companies will always spend little on training as they do not own their workers. They cannot prevent poaching by free-riding competitors. Companies that save money by not training, it is said, will suffer to pay the slightly higher wages paid to those away workers from the market. At root, the argument is to justify a host of interventions, from publicly financed training schemes to mandatory training.

It would be foolish to deny the fear of poaching does not sometimes deter useful training. In the market failure surely far less than usually claimed. Provided companies can make profits only if they use all their resources efficiently. In most cases, labour is the single most

important resource. Are we not the efficient use of labour not involve training? Are we not the fear of poaching is more potent than that of bankruptcy which is the only long-term prospect for workers adequately?

And consider matters from an employee's point of view. Suppose I work for a company that invests heavily in training. Am I going to be lured by the prospect of a job in the short run from a fly-by-night operator that offers no training? What kind of long-run prospect would I have if I improve the skills of the workers?

The free trade initiative, known as MERCOSUR in Brazil and Mercosur in Spanish-speaking neighbours, was signed in March 1991 by Brazil, Argentina, Uruguay and Paraguay. It called for the free movement of capital, goods and services between the four countries, and for the establishment of a common tariff system for trade with non-Mercosur countries by the end of this year. Tariffs on goods ranging from Roquefort cheese to metal doors have already been cut by up to 80 per cent.

But trying to bring the year what the European Union nearly has led to problems. Consider the industry. Argentina, which account for 30 per cent of Mercosur's GDP, is arguing that the introduction of free trade about which industry should enjoy special protection. They are now expected to increase a lot of goods, for example telecommunications, which would return local rather than common external tariff until the end of the century. This would protect sensitive sectors from foreign competition.

Because of such exclusions, the original intention of totally free trade is unlikely to be met and it will probably have to wait until later in the decade – perhaps the next century. Some business people in Brazil and Argentina say they are realising the advantages of closer economic ties, despite diplomatic disputes. Trade is growing rapidly and looks set to continue to accelerate even if the original argument is not used to demand more training.

If you find this conclusion unacceptable, Panglossian, then please explain the US's industrial record. The country that leaves training almost entirely to the market has the highest level of productivity. End of argument.

When the presidents of Brazil and Argentina meet in a tiny Uruguayan colonial town today, long-standing arguments are likely to be heard. Brazil and Argentina are at loggerheads over Argentine complaints that it is a dumping ground for cheap Brazilian industrial products.

But the two presidents might pause and contemplate how much has already been achieved in integrating the economies in Latin America's largest free-trade area. After decades of virtually ignoring each other as export markets, largely because of trade barriers and a preference for selling to Europe and North America, the two countries are discovering their mutual attractions.

The free trade initiative, known as MERCOSUR in Brazil and Mercosur in Spanish-speaking neighbours, was signed in March 1991 by Brazil, Argentina, Uruguay and Paraguay. It called for the free movement of capital, goods and services between the four countries, and for the establishment of a common tariff system for trade with non-Mercosur countries by the end of this year. Tariffs on goods ranging from Roquefort cheese to metal doors have already been cut by up to 80 per cent.

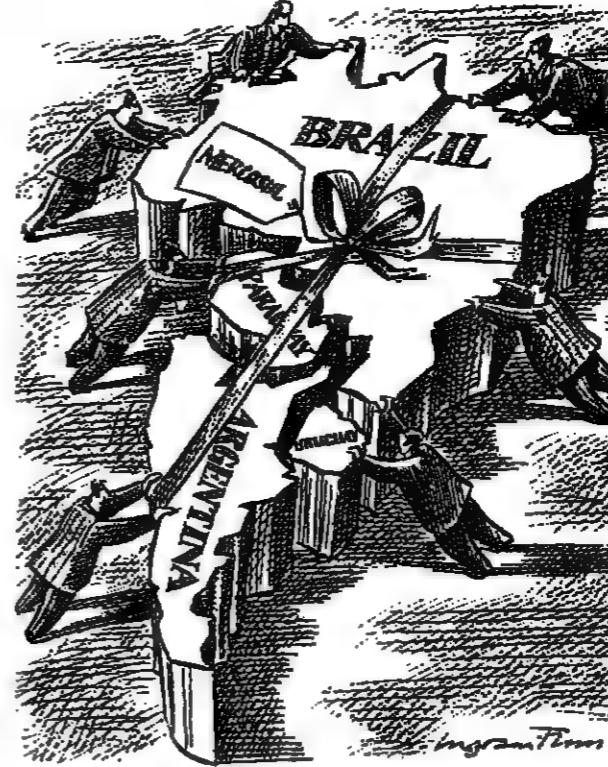
But trying to bring the year what the European Union nearly has led to problems. Consider the industry. Argentina, which account for 30 per cent of Mercosur's GDP, is arguing that the introduction of free trade about which industry should enjoy special protection. They are now expected to increase a lot of goods, for example telecommunications, which would return local rather than common external tariff until the end of the century. This would protect sensitive sectors from foreign competition.

Because of such exclusions, the original intention of totally free trade is unlikely to be met and it will probably have to wait until later in the decade – perhaps the next century. Some business people in Brazil and Argentina say they are realising the advantages of closer economic ties, despite diplomatic disputes. Trade is growing rapidly and looks set to continue to accelerate even if the original argument is not used to demand more training.

If you find this conclusion unacceptable, Panglossian, then please explain the US's industrial record. The country that leaves training almost entirely to the market has the highest level of productivity. End of argument.

## Wrapped in a mutual embrace

**John Barham and Angus Foster look at progress towards economic integration in Latin America**



Trade between the two countries increased 68 per cent to \$4.93bn (£3.33bn) in 1992, helped by falling rates. In the latest figures available, however, the two grew 30 per cent to \$1.34bn over the period. The growth, from a low base, has mainly come from Brazilian exports of industrial products ranging from cars to chemicals and Argentine exports of agricultural goods and oil, reflecting the two economies' relative strengths.

Foreign and domestic companies are starting to look at Brazil and Argentina as a single market. Autolatina, the holding company for Volkswagen and Ford's combined operations in the two countries with an annual turnover of about \$85bn, last year completed a three-year programme to rationalise all products and parts for local markets, which were previously treated separately. A new factory in Córdoba, Argentina, is supplying about 90 per cent of the transmissions used in the company's Brazilian-built cars.

These sorts of product decisions show our confidence in MERCOSUR. You don't move products unless you are confident," says Pierre-Alain Smedt, president of Autolatina.

Local companies are making similar moves. Sadia, one of Brazil's largest food companies, recently set up a joint venture in Buenos Aires with an Argentine company to oversee 40 per cent of its products.

Carlos Eduardo Sant'Anna, Sadia's director responsible for the joint venture, says: "Argentina is not just another foreign market, but the foreign market for us. We see a belt that goes from Rio de Janeiro, São Paulo, southern Brazil and São Paulo to Santiago [the Chilean capital]. Here you have 65 per cent of Latin America's GDP."

Growth in trade has been rapid partly because Argentina and Brazil are complementary

economies. Argentina is rich in energy, Brazil is not. Argentina last year became Brazil's second-largest oil supplier. Brazil's electricity is produced by hydroelectric dams, whereas Argentina has a large thermal system.

Moreover, Argentina has big grain surpluses. Brazil is a net importer. Argentina's industry is obsolete. If it is to grow, it needs the economies of scale that come from the bigger Brazilian market to provide. Brazilian industry is more competitive than Argentina's and is attracted by the prospects of adding 33m Argentine consumers to the 150m in Brazil.

Cross-border links are not a corporate phenomenon. For example, tourism is developing and about 700,000 Argentine tourists are expected to take their holidays in Brazil this summer.

There are concerns in Brazil, too. In the southern Brazilian

state of Rio Grande do Sul which borders Argentina and Uruguay, farmers are worried that they will have to compete with products from the frontiers, where land is cheaper and the soil more fertile.

"Rio Grande do Sul is perhaps the most threatened by Mercosur, especially our products like jams, cheeses and wines, and these employ a lot of people," according to Ma Dagoberto Lima Godoy, president of the state's federation of

Companies on both sides say there are limits to how far integration can go. Cultural differences are one reason. Brazilians prefer two-door cars while Argentines prefer four-door models; and emission standards are higher in Brazil.

Economic differences have also led to problems. Argentina's growing economy, with inflation running at an annual rate of 7.4 per cent last year, but an overvalued peso, Brazil is plagued by annual inflation of 15 per cent and an undervalued currency. This has led to Argentina's claim that Brazil is dumping products, an accusation hotly denied by the Brazilians.

The role in services is still underdeveloped and there are restrictive government rules which hinder foreign entry into markets. A body of trade disputes, perhaps related to the European Court, has been delayed because it raised issues of diminished sovereignty.

A very poor communications infrastructure is a constraint. There are no rail connections between each country, such as a passion for ice-cold beer. Brahma, Brazil's biggest beer company, has begun trucking beer 1,000 miles from one of its breweries in southern Brazil to São Paulo, aiming for a 34 per cent share of the Argentine market over the next two years. Now it is planning a brewery near Nairas.

Such links are fuelling growth as well as growth in Argentine industries, especially textiles, paper and steel, have complained of a flood of cheaper Brazilian imports. Tariffs have gone down.

Argentina started in 1991 imposing a number of protectionist measures, such as anti-dumping measures against Brazilian farm machinery and spark plugs. There are concerns in Brazil, too. In the southern Brazilian

## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

Fax 071 5938. Letters transmitted should be clearly typed and not written. Fax to finest

### Fairness each side of boundary

From Councillor Richard Arthur

Sir, After the remarkable revelations about the City of Westminster's decisions, your readers may well ask where Westminster gets its money from in the first place.

As a neighbouring borough, with similar population but higher levels of deprivation, Camden gets £23m less per year from government grants.

Despite this, we have no

problem in comparing key services nose to nose. Camden's results are better than Westminster's. The local authority no longer beds and accommodates for homeless families, while Westminster is still spending some £1m per annum on this very unsatisfactory form of accommodation.

Surely the Westminster story

is the result of the redistribution of government and political favouritism? Only then can the average citizen know that he or she is being dealt with fairly, as compared with someone on the other side of a borough boundary.

Richard Arthur,

leader of the council,

The Town Hall,

Euston Road,

London NW1 2RU

### Out of step

From Mr Greville Warwick

Sir, With particular reference to the letter from Harold Harrop (January 89), could it be that British travellers in European countries experience frontier crossing difficulties because, unlike all other EU states, Britain has no personal identity card system?

In the absence of such sensible documents, citizens of other countries are readily known without such reference to our passports.

It is not the UK at fault; it is behind the times, out of step and out of order.

Greville Warwick

Leicester House,

46 Terrace,

Leamington CV3 1BQ

### Right route to self-regulation

From Dr George Greener

Sir, In the light of your leader ("An end to foot-dragging", January 12) on the proposals for the Personal Investment Authority, we wish to declare our support for the formation of a properly constituted PIA.

We believe it is our duty to work within the framework of government policy which is moving to favour both de-regulation and self-regulation. The industry must continue to take responsibility for and improve its conduct and demonstrate that it can make self-regulation work.

Since its inception, we have been strong advocates of the PIA – ensuring a level playing field which will unify the industry, and win back the trust and respect of consumers.

In the majority of cases

the industry discharges its responsibilities to both properly and professionally. The financial services industry plays a vital important role in family and business life, and it is of great concern that it is not currently in higher PIA.

Agreement on and support for a properly constituted, single regulator will help to achieve this, while at the same time addressing other issues which need attention. We are committed to the discussions which are arising in the building of the partnership; the PIA will support all practitioners in order to ensure that all practitioners are insurmountable.

We believe that a "top-down" approach to the formation of the PIA, with a supervisory board comprising a majority of genuinely public interest members – chosen for their objectivity and experience, overseeing an executive committee drawn from practitioners – would produce the right solution.

The PIA remains achievable, but needs help to regulate effectively a fast-growing and complex industry. We are studying the PIA prospectus, which we understand will be available very soon, and which we hope will allow our members to do so.

George Greener,

chairman,

Allied Dunbar Assurance,

chairman,

Star Star Holdings,

Minster House,

50 Victoria Street,

London SW1H 0NL

explain how the parent was killed and the child was a product of ovaries removed and disposed of the foetus. The psychological impact would be devastating.

Surely the option of adoption would be preferable to the above. At least, for the child, there is something tangible without extracting a baby without the occasion arise.

Apart from the parental point of view, it is immoral to dissect an unborn child to satisfy the wishes of parents. This is something that should not be allowed.

James du

Use of foetus to treat infertility 'abhorrent'

From Dr Dennis Gethin

Sir, I feel with disgust your leader ("An end to foot-dragging", January 12) on the proposal to use foetuses to treat infertility ("abhorrent").

The idea of using aborted babies to fulfil the wishes of infertile couples is abhorrent. Is it not bad enough consciously to discard a baby without extracting a baby without the occasion arise?

Then there is the point of the child eventually needing to know who the parents are. There, no doubt, would be problems trying to

Confusing trend in use of English language

From Mrs Sylvia P...

Sir, Are British publishers aiming to dispose of their key assets – the English language? Or is the American spelling in their books the only one of their attention, despite the increase in British sales over the recent 10-year period?

I received two books which give rise to such questions: one was the well-reviewed *Wild Swans* – Jung Chang's autobiographical view of the development of China in the 20th century; the second was Paul Merton's satirical impression of the *History of the Twentieth Century*. Both were printed and published in the UK in the 1990s. In their introduction both

use the word "practise", along with the use of "offense".

Is it by accident or design that the American rather than the English version of

"spell-checker" seems to be in use, when most word processing packages offer both? No wonder that so-called "typo" regularly appears in a range of publications (although rarely in the FT).

Those seeking to learn and use the English language today, especially by reading, and to understand its origins and evolution, must be thoroughly confused.

A final question. Should the government really be seeking further to involve businesses in British

## Free in the Financial Times.

## A boardroom table.

On Thursday, January 20 the Financial Times furnishes you with some important information: a 48 page survey of Europe's top 500 companies.

## FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL  
Tel: 071-873 3000 Telex: 888888 Fax: 071-407 8888

Monday January 17 1994

## Italy's debt to Mr Ciampi

Italy's political landscape is about to be redrawn. With Oscar Scalfaro's dissolution of parliament ahead of new elections in March, the interim government of the technocrat prime minister, Mr Carlo Azeglio Ciampi, is near the end of its life. The next government will almost certainly be chosen from parties quite different from the ones that have dominated Italy since the second world war. The obvious question now is whether Mr Ciampi and his predecessor, Mr Giuliano Amato, have carried out the reforms needed if Italy is to enjoy a good chance of stability in the new regime.

Amato's budgets have attacked the huge deficit and government debt, the highest among major OECD countries. In 1992, there was a primary budget surplus (before interest payments) for the first time in over 30 years. On a cyclically adjusted basis the budget deficit is set to fall by 3 per cent of gross domestic product over the two years to 1995, much the tightest tightening in this period among major countries.

Particularly impressive has been the willingness to tackle structural fiscal problems, rather than repeat the old measures used in the past. Public employment, pensions, health care and local authority finances were all dealt with under special powers obtained in October 1992. The budget, announced in September, aims to cut the fiscal deficit to 8.7 per cent of GDP, largely as a result of expenditure cuts and privatising public-sector enterprises.

The governments of Mr Ciampi and Mr Amato have pushed reform forward bravely. But the newly elected will build on these achievements if they want their country to take the place Italians seek in the premier division of the European economic league.

The civil service has been made more efficient, while a far-reaching

## Gaidar departs

"I cannot be one and the same time in government and in opposition to it." So did Mr Yegor Gaidar, architect of Russia's reforms and leader of the largest reformist party, Russia's Unity, justify his refusal to serve as first deputy prime minister. His judgment was right: The question is where this leaves President Boris Yeltsin, Russian reform and the western governments that have tried to sustain them both.

In justifying his announcement, Mr Gaidar pointed to decisions to forge a monetary union with Belarus and spend \$500m on a new parliamentary building. The second of these is outrageous, but the first is serious:

The ability of the central bank of other members of the rouble zone to expand Russia's money supply will made monetary control impossible. In the last two months these credits had been turned off. Now, fear the reformers, the monetary spigot will be turned on once more.

Of the other economic reformers, Mr Anatoly Chubais may continue to run privatisation, though the benefits of that flagship policy will be gravely compromised by the willingness of the state to supply money it does not have. Mr Boris Fyodorov, the finance minister, has not yet decided whether he will serve. But his conditions include the departure of Mr Viktor

## Games duopoly

*Sonic the Hedgehog* and *Super Mario Brothers* have captured the hearts and minds of children throughout the world. But, at a cost of anything up to £50 a time in the UK, video games are anything but cheap. Hence, last week's decision by Britain's Office of Fair Trading to refer the industry to the Monopolies and Mergers

There is a strong *prima facie* case that prices are artificially high because of insufficient competition. Sega and Nintendo, the two Japanese companies which dominate the £2bn-a-year global market, have a 90 per cent share of the 90 per cent. They have used this duopoly power to earn fat profit margins.

The duopoly's dominance is not confined to hardware. It embraces software too, as anybody wishing to produce games to use in Sega's and Nintendo's machines must first reach a licensing arrangement with the companies.

A further concern in the UK has been that video games are roughly 20 per cent more expensive than in the US. This is partly because retailers' margins and indirect taxes are higher in Britain. But it is also possible that Sega and Nintendo are charging higher wholesale prices than in the US. Their use of different technical standards on either side of the Atlantic suggests that they may be

ing privatisation programme, launched by the *Financial Times* in 1992, represented an attack not only on the fiscal deficit but on the historic role of the state. Public banks, insurance companies, industrial and utilities are all to be sold off.

Labour market reforms have been instigated in an attempt to end high, rising and in large part structural unemployment. Inflation is low and in fact, despite the devaluation, the indexation of

achieved of this objective.

Economic recovery depends in large part on the return of domestic confidence, itself dependent on the success of the reforms. For this reason, the switch to a new electoral system is an important step. The lack of domestic confidence has exports, strongly stimulated by the 20 per cent devaluation of the lira.

September 1992 has been a large part in sustaining this activity.

Much remains to be done. The success of the reforms will depend on the government's ability to maintain a budget deficit of 114 per cent and public debt of 8.7 per cent of GDP. It will also be important to ensure the regulation of private utilities, prevent privatised companies from returning for fiscal hand-outs and improve our policies. Coping with the consequences for employment in shrinking the public sector and privatising public-sector enterprises is a challenge of all.

The governments of Mr Ciampi and Mr Amato have pushed reform forward bravely. But the newly elected will build on these achievements if they want their country to take the place Italians seek in the premier division of the European economic league.

The civil service has been made more efficient, while a far-reaching

Gaidar, the chairman of the central bank, something he is about as likely to obtain as Russia is to embark on coherent reform. Mr Grigory Yavlinsky, who may take Mr Gaidar's place, is a firm believer in an economic union among the successor states of the former Soviet Union. But the radical hopes for de-monopolisation, which are virtually certain to be disappointed.

Except perhaps in the first few months of 1993, he has enjoyed what people in the West call a government. The government has been in a parliament, while parliament tried to govern. This is the knot Mr Yavlinsky hoped to end by dissolving the parliament. Unfortunately, his brave gamble has now come to a parliament that is more legitimate and more firmly opposed to reform than before. Ostensibly, he possesses greater powers himself, but it is not clear whether he can use them.

Mr Gaidar's departure will challenge the president. Mr Yeltsin must decide whether he is cohabiting with his opponents in charge of the government. He cannot be both. At present, the new government is doomed to be one of the printing press and half measure, nationalistic assertion abroad and craven weakness at home. So, if Mr Gaidar is well out of it.

*Sonic the Hedgehog* and *Super Mario Brothers* have captured the hearts and minds of children throughout the world. But, at a cost of anything up to £50 a time in the UK, video games are anything but cheap. Hence, last week's decision by Britain's Office of Fair Trading to refer the industry to the Monopolies and Mergers

There is a strong *prima facie* case that prices are artificially high because of insufficient competition. Sega and Nintendo, the two Japanese companies which dominate the £2bn-a-year global market, have a 90 per cent share of the 90 per cent. They have used this duopoly power to earn fat profit margins.

The duopoly's dominance is not confined to hardware. It embraces software too, as anybody wishing to produce games to use in Sega's and Nintendo's machines must first reach a licensing arrangement with the companies.

A further concern in the UK has been that video games are roughly 20 per cent more expensive than in the US. This is partly because retailers' margins and indirect taxes are higher in Britain. But it is also possible that Sega and Nintendo are charging higher wholesale prices than in the US. Their use of different technical standards on either side of the Atlantic suggests that they may be

menting the market in order to discriminate on prices.

But even if the Monopolies Commission finds the duopoly operates against the public interest, it will be a tricky decision what to do. One option would be to impose price controls. But such heavy-handed controls would prevent competition developing.

Another option would be to attack the licensing arrangements which Sega and Nintendo use to extend their dominance in hardware to software. Such an approach would complement legal moves in the US and Britain by rival producers which wish to sell their games direct to customers rather than to the duopoly.

The duopoly's dominance is not confined to hardware. It embraces software too, as anybody wishing to produce games to use in Sega's and Nintendo's machines must first reach a licensing arrangement with the companies.

A further concern in the UK has been that video games are roughly 20 per cent more expensive than in the US. This is partly because retailers' margins and indirect taxes are higher in Britain. But it is also possible that Sega and Nintendo are charging higher wholesale prices than in the US. Their use of different technical standards on either side of the Atlantic suggests that they may be

**M**r Terry Venables, the controversial former chief executive of Tottenham Hotspur, stands on the verge of the promised land. According to the headlines, he is about to become the next manager of England, the most important job in British football. He is the choice of much of the football establishment, the media and of fans desperate for success after England's ignominious exit from the world cup. The delay in making the appointment indicates that at Lancaster Gate, the home of the Football Association, Mr Venables may be a man.

Among other things, the FA has been considering allegations made four months ago by Panorama, the BBC current affairs programme. Panorama said that some of Mr Venables' business activities were "unlawful" and that he had abused his position at Tottenham Hotspur, one of Britain's top football clubs. While Mr Venables has threatened to sue Panorama, he has faced substantive charges made in the course of the BBC investigation, there has been a number of additional charges made

The charged might not matter if the England manager was responsible only for picking the team. In fact, he assists in scheduling matches, appoints coaching staff and involved in commercial activities such as sponsorship. He is also England's most important friend outside. As a result, there is a sense of concern about his business life. So far, Mr Venables has responded to the charges with general denials which are unanswered.

Mr Millie, the FA chairman, was quoted as referring to Mr Venables' "funny reputation". Also, the fact that Mr Venables is an unfair director pending against him Alan Sugar, the chairman of Spurs, raises the uncomfortable thought that England's manager may be locked in litigation against a leading club.

The most damaging allegation against Mr Venables concerns the way that he raised £1m to pay for part of his 25% stake in Spurs. Mr Venables, along with Mr Sugar, bought control of the club in June 1991. Prior to this buyout, Mr Venables was paid £215,000 a year as manager of Spurs. He is not a rich man. Official documents show that Mr Venables had to borrow heavily to finance the deal - £2m from Norton, a finance company, £250,000 on an unsecured loan from a friend and £750,000 "from his own resources". A year later, he was in trouble with his loan repayments. A letter from Norton in August 1992 pointed to outstanding interest payments of £26,301.37 and threatened to call the loan into default, demanding full immediate payment.

But the most searching questions surround the £1m Mr Venables raised from Landhurst Leasing, a company which had just been wound up. To help the deal along, Landhurst was paid an arrangement fee by Edennote, and also received a perk. Mr Venables and Spurs' marketing department provide £100,000 a year at Spurs, free for the entire season.

Landhurst leased the flow of cash and cash of £100,000 using bookkeeping prepared for the programme, copies of which have been given to the programme. The quarterly leaseback payments to Landhurst were to be £100,000. To help the deal along, Landhurst was paid an arrangement fee by Edennote, and also received a perk. Mr Venables and Spurs' marketing department provide £100,000 a year at Spurs, free for the entire season.

Landhurst had a significant interest in the programme, the Inland Revenue was examining Mr Venables' affairs. The Department of Trade and Industry has also expressed an interest in Edennote, though its concerns are wider than the nature of the lease and leaseback deal. It has been suggested that Mr Venables' offer documents for Tottenham Hotspur, in which Mr Venables claimed that Edennote "will have equity in him" and that he would come "from his own resources", in fact, had been forged. It has been suggested that the pub deal and the company's £1m shows an increase in its authorised share capital from the £12,500 at the time of the offer.

However, director of Landhurst, Mr Venables signed it and that was a sale and leaseback undertaking of the kind outlined, based upon the terms of a number of pubs in which Mr Venables had an interest. A copy of the document is in Panorama's possession.

The general picture painted is clear. Mr Venables urgently sought cash to buy his 25% in Spurs and he raised it, at best, with

Former Spurs boss Terry Venables is a leading candidate to take over as England's football manager. Martin Bashir and Mark Killick raise disturbing concerns over his business dealings

## Venables: the questions



Terry Venables: the job of England manager demands more than just soccer skills

out regard to legal action say that it was a deal based essentially upon personal trust between Mr Venables and Mr Ball, the founder of Landhurst.

Mr Venables has declined to be interviewed about these matters either by *Financial Times* or the *Financial Times*. According to a letter from his solicitor, Burton Copeland, and the FT: "It is neither right or appropriate for Mr Venables to enter into a detailed dialogue of matters that will, in due course, be fully ventilated in the court."

Mr Venables did not respond to the letter, however, the question of the agreement on the pubs, with the comment: "It is not accepted that Mr Venables signed that you refer to as being dated August 30 1991."

However, director of Landhurst, Mr Venables signed it and that was a sale and leaseback undertaking of the kind outlined, based upon the terms of a number of pubs in which Mr Venables had an interest. A copy of the document is in Panorama's possession.

The general picture painted is clear. Mr Venables urgently sought cash to buy his 25% in Spurs and he raised it, at best, with

Mr Venables could be offered the job, as long as he agrees to sever links with previous business

For many of England's long-suffering fans, Mr Venables' behaviour as a businessman is irrelevant. His record as a soccer manager is unblemished. However, a number of serious questions have also been raised about his dealings within the game.

Panorama examined the sale of Paul Gascoigne to the Italian club, Lazio. The selling began in March 1991, some three months before Mr Venables and Mr Sugar bought Spurs. Dennis Roach, a football agent, was employed to find a buyer for Lazio and persuaded to pay £2.7m for England's most talented player. But, during the FA Cup Final in May, Gascoigne suffered the injury of his career and the deal had to be renegotiated. Lazio still wanted Gascoigne, but not at the old figure. Negotiations recommenced and in early June revised began to take shape.

On June 20 1991, day before the Venables-Sugar takeover, Lazio's lawyers sent a fax to Spurs offering £2.5m for Gascoigne - the price at which the deal ultimately began. The player signed for Lazio on August 1 and according to board minutes a payment of £27,500 was made to Roach for his services in June.

However, Spurs paid a much larger sum, of £200,000, to Anglo European, a company which acknowledges that it was only employed by the club from July 12 to assist Mr Venables in the negotiations. Mr Venables has admitted that Mr Santin, a friend and business owner, helped in the transaction. Mr Santin described himself as an employee of Anglo European, Panorama asked why Mr Venables persuaded the Spurs board to agree such a large payment when the deal appeared to be virtually complete.

Mr Venables' solicitor told the *Financial Times* that the payment was made with the approval of the board on the grounds that Mr Santin had "given considerable value in the form of the services that he rendered in connection with the transfer of Paul Gascoigne". Mr Venables has also in other articles that Mr Santin was instrumental in adding a number of valuable elements to the deal, apart from the price. These include the proceeds of interest payments on an escrow account during the negotiations and the proceeds from two Spurs-Lazio matches, including TV rights.

A detailed inspection of the club's books however, has revealed that the escrow account interest payments were agreed in May, the game in early June and Sky TV was negotiated directly with Mr Sugar.

Panorama also uncovered a £100,000 payment made to the FA to change Football Association rules.

One invoice, for example, from First Management, an agency which lists a number of projects, was for "the arrangement of a new international club in Kensington, now subject of a winding-up order".

Mr Venables had a significant interest in the programme, the Inland Revenue was examining Mr Venables' affairs. The Department of Trade and Industry has also expressed an interest in Edennote, though its concerns are wider than the nature of the lease and leaseback deal. It has been suggested that Mr Venables' offer documents for Tottenham Hotspur, in which Mr Venables claimed that Edennote "will have equity in him" and that he would come "from his own resources", in fact, had been forged. It has been suggested that the pub deal and the company's £1m shows an increase in its authorised share capital from the £12,500 at the time of the offer.

Despite the seriousness of these allegations, Mr Venables remains a favourite to lead England out of international wilderness. In narrow footballing terms, appointing him may be the correct decision. The job of England demands just skills and FA has a responsibility to ensure the highest standards off, as well as on the field. Unless Mr Venables can answer outstanding questions, the FA may have an alternative but to rule him out of the game.

The authors work for Panorama. Martin Bashir reporting by Bronwen

## OBSERVER



• Szeberes picked a number of fights with the political elite during his brief, four-month stint at the top of AV.

• Unmoved by heavy rainfalls in Thirsk - he

• "he reckons August is

• "unconventionally steamy".

• "We had a good summer in

• "That coincided with the Gulf War.

• "It was a beautiful day when

• "we broke in September 1993

• "we had a very hot summer in 1994.

• Forebodingly, he

• "Russia could be again. I could

• "see the Bosnian Serbians

• "overrunning into Macedonia and into Russia. It could be nuclear war."

• "Was he forecasting Armageddon?

• "No, that's the

• "we give old lady goes to the Three

• "Tuns."

## Private goulash

• To the editor: I am sorry to inform you that our company, Sheppard, Bishop & Liverpool and chairman of the Church of England Board of Social Responsibility, last week made a press release explaining that we hope that our licence would go to a company committed to passing on the largest possible proportion of profits to charity. Quite a PR coup.

• So how come no one has any notice? Maybe Sheppard

• "Sheppard, Bishop & Liverpool and chairman of the Church of England Board of Social Responsibility, last week made a press release explaining that we hope that our licence would go to a company committed to passing on the largest possible proportion of profits to charity. Quite a PR coup.

•

## Claim embarrasses Eurotunnel ahead of expected rights issue Channel tunnel builders launch legal action to recover £1bn

By Andrew Taylor,  
 Correspondent

British and French construction companies have presented their final bill for building the Channel tunnel by starting legal action to recover more than £1bn, which they say they are still owed.

The contractors are claiming £2.6bn (£3.84bn) for installing mechanical and electrical equipment. The original amount agreed for the work was £530m at 1985 prices. The contractors say £1.5bn of the sum they are owed has already been paid.

The timing of the claim is potentially embarrassing for Eurotunnel, the project's operator, which is expected to launch a 500m rights issue this spring to part-fund its £1bn fund-raising from

banks and

details of the contractors' demands will have to be disclosed in any rights issue document issued by Eurotunnel unless the matter can be settled.

Construction companies say the size of the claim is likely to surprise prospective underwriters. The claim would represent the final payment to contractors, all previous claims having been settled.

Transmanche Link, a consortium of five British and five French construction companies, officially handed over the project on December 10.

The builders agreed to complete the tunnel, which had been dogged by persistent

trouble, only after Eurotunnel made an additional payment last summer of £235m. Eurotunnel has said that money would have to be repaid with interest if contractors could not substantiate outstanding claims.

The cost of constructing the tunnel, including interest payments, is estimated at £4.8bn in 1994 more than £1bn.

The contractors blame much of the increased cost on changes in design specifications, principally to increased safety standards. The Zeebrugge ferry and King's Cross underground fire.

The builders delayed by Eurotunnel in agreeing to the owner's interim settlement with contractors

and a further £500m to the cost of the project. Eurotunnel has strongly disputed

claims.

Negotiations between construction companies and Eurotunnel are expected to begin shortly.

If agreement cannot be reached, a bill will be passed

an independent dispute tribu-

nal. If the issue is still un-

resolved, the matter will go to

final arbitration before the Interna-

tional Chamber of Commerce.

Eurotunnel, which have

risen more than 40 per cent

last summer, faltered

after the company announced

higher-than-expected

for passenger crossings after the

Channel tunnel opened in May. By

Friday the price fell further

ending at 510p.

## Italy faces watershed poll in March

By Graham In Rome

President Oscar Luigi Scalfaro yesterday called a popular referendum for a complete renewal of Italy's political establishment and dissolved parliament less than 10 months after the country's last general elections.

New elections to be held on March 27 will mark a sharp break with Italy's post-war political traditions. The result of the uncertainties that led President Scalfaro to his constitutional powers to the limit by accepting the resignation of Mr Carlo Azeglio Ciampi, the prime minister, which was handed in on Thursday.

The introduction of electoral

untried political alliances. The campaign promises to be full of surprises and the outcome uncertain.

The same ground, long dominated by the Democrats and traditionally providing the largest number of votes, is in disarray. Only the former

communist Party of the Democratic Left (PDS) has in place a viable alliance that can win about 40 per cent of the vote, according to latest polls.

In a new parliament yesterday, President Scalfaro cited three reasons for dissolving Italy's 11th post-war legislature. The most important, he said, was

using electoral laws that allowed for direct election of mayors. If these results are projected to parliamentary elections, a four-party majority backing Ciampi government had less than 20 per cent of the vote.

Finally, President Scalfaro said the corruption scandals had undermined public confidence in the credibility of the current political class. One in every six members of the Senate and Chamber of Deputies is under investigation.

In the interim Mr Ciampi will govern as caretaker prime minister.

Thus Ciampi has left having in effect retained the confidence of parliament without formally taking place.

Page 13

## Assad vows to seek peace with Israel

Continued from page 1

Mr Belli, deputy foreign minister, significant were spoken at the press conference, although mainly by Mr Clinton. Israel was waiting to hear from a delegation last night about what was said behind closed doors: "There's an element of progress, although many things remained unspoken."

The presidents also agreed to set up a working committee under Mr Warren Christopher, secretary of state. Mr Farouk al-Shara, the Syrian foreign minister, to explore bilateral differences between the two countries. Syria is on the US black list of countries deemed to support international terrorism, but Mr Clinton was careful to refer only to "groups" operating with Syrian support, such as Hezbollah which is fighting the Israeli army in southern Lebanon.

## Beijing warns UK of threat to trade posed by Hong Kong

By Tony Walker in Beijing and Nicoll in London

China increased pressure on Britain at the weekend with a warning that the continuing dispute over Hong Kong might have a "crippling effect" on trade.

Remarks by a senior Chinese official designed to draw attention to the possible costs of the festering Hong Kong issue for British business at a moment when previously icy Chinese relations with Britain are returning to normal.

France announced last week that it would ban further arms to Taiwan. The decision by Paris in 1992 to authorise the sale of 60 Mirage jets to Taiwan led to a virtual stand-off by Beijing on new agreements with French companies.

Mr Tong Jieimin, deputy director-general for Europe at the trade ministry, said the

China Daily: "Bilateral relations have hardly suffered damage from an uncooperative and unfriendly Britain."

Western firms in Beijing said China was using the end of the dispute with France to highlight possible economic penalties for Britain if the Hong Kong issue remains unresolved.

The parallel with the French case will cause additional nervousness among British firms, which have been strenuously seeking more access to China through high-level missions, headed by government ministers.

The efforts have already

paid off in Sino-British trade, although from a low level. British businesses have seen so far no detrimental effects on trade from the dispute over Hong Kong, in spite of previous threats from Beijing.

Support for designation is understandable in the case of the Maxwell

potential of big infrastructure contracts, especially in the power and energy industries, would be of particular concern to Britain.

Sino-British proposals by Mr Chris Patten, Hong Kong's governor, to broaden democracy in the colony have won the year after 17 rounds of negotiations.

Mr Patten, whose proposals before Hong Kong's legislative council, will have talks with Mr John Major, UK prime minister, in London on Thursday. He will

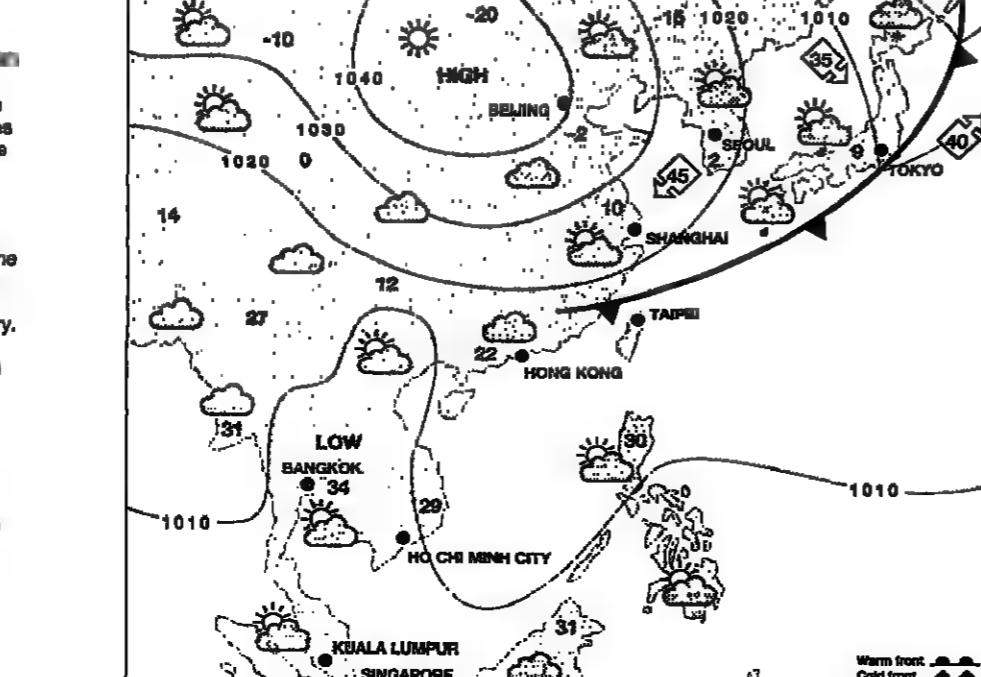
then before the Commons select committee on foreign affairs.

Figures show that Britain's exports to China in the first 11 months of 1993 reached \$1.3bn, up 11 per cent on the corresponding period in 1992. Imports were by 11 per cent to \$1.63bn.

**Asia today**  
 Hokkaido will have occasional snow showers. The southern part will have some showers. The maximum temperatures will be reached in the morning. A surge of cold air will move north-eastern Japan. Temperatures will be freezing in Beijing area and will reach in Korea. There will be some sunshine. Northern China and Inner Mongolia will have ample sunshine. Southern China will be cloudy but dry. The southern countries in the continent will have sunshine. It will generally cloudy, as in Philippines.

### Five-day forecast

Conditions will remain unsettled in Japan. Temperatures will be degrees below the average as cold air moves in from the northwest. A high pressure area over northern China will dominate the south-east. In the Tropics, there will be sunny spells and occasional rain in the afternoon.



### TODAY'S TEMPERATURES

	Maximum	Cloudy	Rain	Sun	Shower	Wind speed in KPH
Abu Dhabi	fair 24	fair	sun 24	Berlin	sun 11	10
Accra	sun 0	shower	sun 0	Bombay	fair 1	20
Algiers	fair	sun	sun	D'Ischia	fair 1	20
Amsterdam	fair	cloudy	sun	Hamburg	sun 1	10
Athens	fair	fair	sun	Helsinki	fair 5	10
B. J.	fair 8	fair	sun	Honolulu	fair 11	27
Bangkok	fair	fair	sun	Istanbul	fair 11	27
Barcelona	fair	fair	sun	Karachi	fair 7	17
Beijing	fair	fair	sun	Kuwait	fair 17	20
Caracas	fair	fair	sun	L.	fair 20	20
Cardiff	fair	cloudy	sun	Lima	fair 27	20
Chicago	fair	shower	sun	Lisbon	fair 11	11
Geneva	fair	fair	sun	London	fair 11	11
Gibraltar	fair	sun	sun	Montreal	fair 11	11
Hong Kong	fair	fair	sun	Munich	fair 11	11
Honolulu	fair	fair	sun	Nairobi	fair 11	11
Istanbul	fair	fair	sun	Paris	fair 11	11
Karachi	fair	fair	sun	Stockholm	fair 7	11
Kuwait	fair	fair	sun	Toronto	fair 26	26
L.	fair	fair	sun	Tokyo	fair 11	11
Lima	fair	fair	sun	Tunis	fair 15	9
Lisbon	fair	fair	sun	Vancouver	fair 10	15
London	fair	fair	sun	Vancouver	fair 6	6
Luxembourg	fair	fair	sun	Vancouver	fair 3	3
Lyon	fair	fair	sun	Vancouver	fair 3	3
Madrid	fair	shower	sun	Vancouver	fair 3	3
Malta	fair	fair	sun	Vancouver	fair 3	3
Madrid	fair	fair	sun	Vancouver	fair 3	3
Majorca	fair	fair	sun	Vancouver	fair 3	3
Reykjavik	fair	fair	sun	Vancouver	fair 3	3

Quality flights made in Germany.  
**Lufthansa**  
 German Airlines

## THE LEX COLUMN

### Hungry for change

Britain's food retailers will be glad to have the end of 1993. The big three were among the seven worst performing FT-SE 100 stocks last year. The sector as a whole underperformed by 10 per cent. This year has started off in better mood with the sector bouncing 15 per cent from November's floor, outperforming the market by 1 per cent at that time. There have been some encouraging trading days from Morrisons and Waitrose. On Wednesday, it is hoped Tesco will be in good news. Given the lull in price skirmishes, it is perhaps tempting to anticipate a further run in the shares.

Falling price margins may ensure the sector's earnings growth will lag the market in the future, especially if Tesco and Argyll in depreciating expensive assets. Yet the financial strength of leading supermarket chains is likely to maintain attractive growth.

Eurotunnel, which have

risen more than 40 per cent last summer, faltered

after the company announced

higher-than-expected

for passenger crossings after the

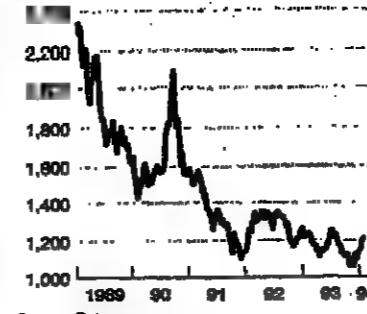
Channel tunnel opened in May. By

Friday the price fell further

ending at 510p.

#### Aluminium

LME 3 month, \$ per tonne



Source: Datamark

to believe that anti-dumping litigation from US producers will settle. More imaginative solutions are as using western smelters, which would output for a spell.

But Russia will be unwilling to shoulder the burden of real cutbacks alone, not least as aluminium exports are a useful source of hard cash.

Alcan's decision to cut its annual output by 10 per cent

in 1994 may set the for wider agreement if other companies are willing.

in basic industries suggests that, if overall targets are agreed, a lengthy period of haggling

European companies will follow.

#### UK gilts

The poor performance of gilts so far this year might have convinced the of England not to hold a gilt auction in January. It has chosen to do so after all comes as something of a relief. It means the authorities have enough confidence in the market to get a sale away. The 15-year maturity range is

now reasonable and the market is anxious to buy longer-dated paper which is in short supply. With sterling already strong and international markets wobbly, this is probably not a time to rely too heavily on foreign gilts.



## FINANCIAL TIMES

## COMPANIES &amp; MARKETS

© THE FINANCIAL TIMES LIMITED

Monday January 17 1994

MAKING  
THE WORLD  
GO ROUND.  
**Perkins**  
Diesel engines from 11 bhp.  
Perkins Group Headquarters Tel 0113 67474

## Shape of Italian bank sale announced

By Robert Graham in Rome

Iri, the Italian holding company, has announced that it will privatise its 57 per cent stake in the Banca Commerciale Italiana (BCI) in February. A minimum of 40 per cent of the shares being sold will be reserved for a public offering.

The bulk will be sold for Iri and foreign institutions, with a limit of 2 per cent on any institutional investor's holding. The decision on the size of institutional stakes has been the subject of intense lobbying. Mediobanca, the Milan merchant bank, is believed to have agreed to acquire a 10 per cent foothold in BCI. The latter has a 8 per cent interest in Mediobanca.

By opting for diffused share ownership, Iri is following a similar path to that of Credito Italiano, its first bank privatisation in December. As in the Credito divestment, a 1 per cent ceiling has been imposed on individual investors.

Iri holds 481.1m ordinary shares while a further 86.6m savings shares will be converted by February 11. It said it expected to retain some 30.7m shares to exercise, if necessary, an over-allotment option. A further 40m would be offered to BCI employees. In a related move, Iri has set in motion the process of unwinding a deal arranged last March with its telecommunications arm, Stet. This involved a £340m (\$320m) cash payment by Stet to Iri's hard pressed treasury to cover the use of three years' anticipated dividends from BCI. The deal covered 440m shares, equivalent to 53.3 per cent of BCI's equity. Stet last year received £137.5m in BCI dividends.

A price has yet to be placed on Iri's stake in BCI, which has net assets of £8.906m and generated a 1992 operating profit of £1.386m. Lehman Brothers are advising on the offer and the negotiations begin on February 11.

At Friday's close, BCI shares were being traded at £4.900. If a similar strategy is adopted to that of Credito, then the discount would be near to 10 per cent. In this case, the offer price would be about £4.400, with Iri likely to receive around £3.500m from the sale.

David Waller recounts how Metallgesellschaft was brought back from the brink of collapse

## Metals group wins backing for rescue

■ The German metals, mining and industrial group averted the threat of bankruptcy this week after winning a winning agreement of DM1.4bn rescue package.

At a 10-hour meeting on Friday, representatives of 120 creditor banks buried their opposition to initial rescue proposals and approved new plans, averting what would have been Germany's biggest corporate collapse since the electrical group was bankrupt in 1991.

With the deal in place, initial talks on restructuring the group began.

Mr Kajo Neukirchen, the restructuring expert appointed chief executive last month, emerged to tell a group of reporters that the company had been rescued.

Appearing alongside him was Mr Carl von Boehm-Bezing, the chairman of Deutsche Bank, which chaired the talks. Mr von Boehm-Bezing explained that the terms of the deal had been modified to take account of "understandable" criticism from foreign banks.

Without giving many details, he said that German banks had increased their commitment to compensate for foreign banks' reluctance to go along with the deal.

With giving many details, he said that German banks had increased their commitment to compensate for foreign banks' reluctance to go along with the deal.

The deal envisages a DM1.4bn rights issue, a version of DM1.5bn of bank debt into junior convertible debt and the provision of DM700m of new credit.

The broad outlines of this package are the same as originally proposed, but the details – including the terms of the debt conversion and the rights issue – have been modified in favour of foreign banks.

■ Mr Kajo Neukirchen of Deutsche Bank jumped out of a chauffeur-driven S-Class Mercedes and hurried up the steps of the Frankfurter Hof on Saturday, he was asked whether he had reached a deal that guaranteed the survival of Metallgesellschaft, Germany's fourteenth biggest company.

"Of course I am confident," he answered, through clenched teeth, as he went in to chair a meeting of 120 bankers.

But it was not until 10 hours later that he appeared in front of a pack of journalists with Mr Kajo Neukirchen, MG's executive, to explain that a deal had been done.

Deutsche Bank was in short supply as the Wednesday deadline for the refinancing negotiations came and went without agreement. First Norddeutsche Landesbank, the Hanover-based bank to the state of Lower Saxony, then a clutch of French institutions voiced objections as vociferous as they tried to tell what MG had described as the "biggest mess operation since Dunkirk".

Deutsche Bank recognised from the start that they would lose far more money if they were allowed to go bankrupt than if it were bailed out. But equally there was no doubt that the majority of bankers' opposition to the terms of the original deal, as presented to them in the first week of January. Brinkmanship was underscored by genuine passions on Thursday and Friday last week as the group's future looked far from certain.

Objections focused in part on what NordLB called "dictatorial" style in trying to bully through a deal or it or it was with room for negotiation. Foreign banks – representing more than half the banks with the biggest exposure – further, accusing Deutsche Bank and Dresdner Bank of trying to

## Global fix modifies German work-out

■ Implement a German-style solution without taking account of international norms for such refinancing packages.

"They were trying to play it as a global fix we need here," said one foreign banker last week. "It was very much Germany Inc and could have been seen as international." said one executive, explaining that deal had been done.

Deutsche Bank was in short supply as the Wednesday deadline for the refinancing negotiations came and went without agreement. First Norddeutsche Landesbank, the Hanover-based bank to the state of Lower Saxony, then a clutch of French institutions voiced objections as vociferous as they tried to tell what MG had described as the "biggest mess operation since Dunkirk".

Deutsche Bank recognised from the start that they would lose far more money if they were allowed to go bankrupt than if it were bailed out. But equally there was no doubt that the majority of bankers' opposition to the terms of the original deal, as presented to them in the first week of January. Brinkmanship was underscored by genuine passions on Thursday and Friday last week as the group's future looked far from certain.

Objections focused in part on what NordLB called "dictatorial" style in trying to bully through a deal or it or it was with room for negotiation. Foreign

banks – representing more than half the banks with the biggest exposure – further, accusing Deutsche Bank and Dresdner Bank of trying to

Associated Press  
Mr Kajo Neukirchen after Saturday's meeting with creditor banks, shown by Mr Carl von Boehm-Bezing, Deutsche Bank

■ One banker said that such negotiations were always characterised by a fierce battle between shareholders and creditors seeking to protect their own interests.

The situation in Metallgesellschaft was complicated by the fact that Deutsche and Dresdner banks not only the creditors but also shareholders. Representatives of the two banks sit on MG's supervisory board, making them in some way partly responsible for the mess which they were trying to clean up.

"There was a feeling that the big banks had their own agenda and that we did not know the full story," said a banker, complaining about the lack of independent advisers to the negotiations.

Deutsche Bank's role in the negotiations was complicated by the fact that Deutsche and Dresdner banks not only the creditors but also shareholders. Representatives of the two banks sit on MG's supervisory board, making them in some way partly responsible for the mess which they were trying to clean up.

"There was a feeling that the big banks had their own agenda and that we did not know the full story," said a banker, complaining about the lack of independent advisers to the negotiations.

Deutsche Bank's role in the negotiations was complicated by the fact that Deutsche and Dresdner banks not only the creditors but also shareholders. Representatives of the two banks sit on MG's supervisory board, making them in some way partly responsible for the mess which they were trying to clean up.

"There was a feeling that the big banks had their own agenda and that we did not know the full story," said a banker, complaining about the lack of independent advisers to the negotiations.

Deutsche Bank's role in the negotiations was complicated by the fact that Deutsche and Dresdner banks not only the creditors but also shareholders. Representatives of the two banks sit on MG's supervisory board, making them in some way partly responsible for the mess which they were trying to clean up.

"There was a feeling that the big banks had their own agenda and that we did not know the full story," said a banker, complaining about the lack of independent advisers to the negotiations.

Deutsche Bank's role in the negotiations was complicated by the fact that Deutsche and Dresdner banks not only the creditors but also shareholders. Representatives of the two banks sit on MG's supervisory board, making them in some way partly responsible for the mess which they were trying to clean up.

"There was a feeling that the big banks had their own agenda and that we did not know the full story," said a banker, complaining about the lack of independent advisers to the negotiations.

Deutsche Bank's role in the negotiations was complicated by the fact that Deutsche and Dresdner banks not only the creditors but also shareholders. Representatives of the two banks sit on MG's supervisory board, making them in some way partly responsible for the mess which they were trying to clean up.

"There was a feeling that the big banks had their own agenda and that we did not know the full story," said a banker, complaining about the lack of independent advisers to the negotiations.

Deutsche Bank's role in the negotiations was complicated by the fact that Deutsche and Dresdner banks not only the creditors but also shareholders. Representatives of the two banks sit on MG's supervisory board, making them in some way partly responsible for the mess which they were trying to clean up.

"There was a feeling that the big banks had their own agenda and that we did not know the full story," said a banker, complaining about the lack of independent advisers to the negotiations.

Deutsche Bank's role in the negotiations was complicated by the fact that Deutsche and Dresdner banks not only the creditors but also shareholders. Representatives of the two banks sit on MG's supervisory board, making them in some way partly responsible for the mess which they were trying to clean up.

"There was a feeling that the big banks had their own agenda and that we did not know the full story," said a banker, complaining about the lack of independent advisers to the negotiations.

Deutsche Bank's role in the negotiations was complicated by the fact that Deutsche and Dresdner banks not only the creditors but also shareholders. Representatives of the two banks sit on MG's supervisory board, making them in some way partly responsible for the mess which they were trying to clean up.

"There was a feeling that the big banks had their own agenda and that we did not know the full story," said a banker, complaining about the lack of independent advisers to the negotiations.

Deutsche Bank's role in the negotiations was complicated by the fact that Deutsche and Dresdner banks not only the creditors but also shareholders. Representatives of the two banks sit on MG's supervisory board, making them in some way partly responsible for the mess which they were trying to clean up.

"There was a feeling that the big banks had their own agenda and that we did not know the full story," said a banker, complaining about the lack of independent advisers to the negotiations.

Deutsche Bank's role in the negotiations was complicated by the fact that Deutsche and Dresdner banks not only the creditors but also shareholders. Representatives of the two banks sit on MG's supervisory board, making them in some way partly responsible for the mess which they were trying to clean up.

"There was a feeling that the big banks had their own agenda and that we did not know the full story," said a banker, complaining about the lack of independent advisers to the negotiations.

Deutsche Bank's role in the negotiations was complicated by the fact that Deutsche and Dresdner banks not only the creditors but also shareholders. Representatives of the two banks sit on MG's supervisory board, making them in some way partly responsible for the mess which they were trying to clean up.

"There was a feeling that the big banks had their own agenda and that we did not know the full story," said a banker, complaining about the lack of independent advisers to the negotiations.

Deutsche Bank's role in the negotiations was complicated by the fact that Deutsche and Dresdner banks not only the creditors but also shareholders. Representatives of the two banks sit on MG's supervisory board, making them in some way partly responsible for the mess which they were trying to clean up.

"There was a feeling that the big banks had their own agenda and that we did not know the full story," said a banker, complaining about the lack of independent advisers to the negotiations.

Deutsche Bank's role in the negotiations was complicated by the fact that Deutsche and Dresdner banks not only the creditors but also shareholders. Representatives of the two banks sit on MG's supervisory board, making them in some way partly responsible for the mess which they were trying to clean up.

"There was a feeling that the big banks had their own agenda and that we did not know the full story," said a banker, complaining about the lack of independent advisers to the negotiations.

Deutsche Bank's role in the negotiations was complicated by the fact that Deutsche and Dresdner banks not only the creditors but also shareholders. Representatives of the two banks sit on MG's supervisory board, making them in some way partly responsible for the mess which they were trying to clean up.

"There was a feeling that the big banks had their own agenda and that we did not know the full story," said a banker, complaining about the lack of independent advisers to the negotiations.

Deutsche Bank's role in the negotiations was complicated by the fact that Deutsche and Dresdner banks not only the creditors but also shareholders. Representatives of the two banks sit on MG's supervisory board, making them in some way partly responsible for the mess which they were trying to clean up.

"There was a feeling that the big banks had their own agenda and that we did not know the full story," said a banker, complaining about the lack of independent advisers to the negotiations.

Deutsche Bank's role in the negotiations was complicated by the fact that Deutsche and Dresdner banks not only the creditors but also shareholders. Representatives of the two banks sit on MG's supervisory board, making them in some way partly responsible for the mess which they were trying to clean up.

"There was a feeling that the big banks had their own agenda and that we did not know the full story," said a banker, complaining about the lack of independent advisers to the negotiations.

Deutsche Bank's role in the negotiations was complicated by the fact that Deutsche and Dresdner banks not only the creditors but also shareholders. Representatives of the two banks sit on MG's supervisory board, making them in some way partly responsible for the mess which they were trying to clean up.

"There was a feeling that the big banks had their own agenda and that we did not know the full story," said a banker, complaining about the lack of independent advisers to the negotiations.

Deutsche Bank's role in the negotiations was complicated by the fact that Deutsche and Dresdner banks not only the creditors but also shareholders. Representatives of the two banks sit on MG's supervisory board, making them in some way partly responsible for the mess which they were trying to clean up.

"There was a feeling that the big banks had their own agenda and that we did not know the full story," said a banker, complaining about the lack of independent advisers to the negotiations.

Deutsche Bank's role in the negotiations was complicated by the fact that Deutsche and Dresdner banks not only the creditors but also shareholders. Representatives of the two banks sit on MG's supervisory board, making them in some way partly responsible for the mess which they were trying to clean up.

"There was a feeling that the big banks had their own agenda and that we did not know the full story," said a banker, complaining about the lack of independent advisers to the negotiations.

Deutsche Bank's role in the negotiations was complicated by the fact that Deutsche and Dresdner banks not only the creditors but also shareholders. Representatives of the two banks sit on MG's supervisory board, making them in some way partly responsible for the mess which they were trying to clean up.

"There was a feeling that the big banks had their own agenda and that we did not know the full story," said a banker, complaining about the lack of independent advisers to the negotiations.

Deutsche Bank's role in the negotiations was complicated by the fact that Deutsche and Dresdner banks not only the creditors but also shareholders. Representatives of the two banks sit on MG's supervisory board, making them in some way partly responsible for the mess which they were trying to clean up.

"There was a feeling that the big banks had their own agenda and that we did not know the full story," said a banker, complaining about the lack of independent advisers to the negotiations.

Deutsche Bank's role in the negotiations was complicated by the fact that Deutsche and Dresdner banks not only the creditors but also shareholders. Representatives of the two banks sit on MG's supervisory board, making them in some way partly responsible for the mess which they were trying to clean up.

"There was a feeling that the big banks had their own agenda and that we did not know the full story," said a banker, complaining about the lack of independent advisers to the negotiations.

Deutsche Bank's role in the negotiations was complicated by the fact that Deutsche and Dresdner banks not only the creditors but also shareholders. Representatives of the two banks sit on MG's supervisory board, making them in some way partly responsible for the mess which they were trying to clean up.

"There was a feeling that the big banks had their own agenda and that we did not know the full story," said a banker, complaining about the lack of independent advisers to the negotiations.

Deutsche Bank's role in the negotiations was complicated by the fact that Deutsche and Dresdner banks not only the creditors but also shareholders. Representatives of the two banks sit on MG's supervisory board, making them in some way partly responsible for the mess which they were trying to clean up.

"There was a feeling that the big banks had their own agenda and that we did not know the full story," said a banker, complaining about the lack of independent advisers to the negotiations.

Deutsche Bank's role in the negotiations was complicated by the fact that Deutsche and Dresdner banks not only the creditors but also shareholders. Representatives of the two banks sit on MG's supervisory board, making them in some way partly responsible for the mess which they were trying to clean up.

"There was a feeling that the big banks had their own agenda and that we did not know the full story," said a banker, complaining about the lack of independent advisers to the negotiations.

Deutsche Bank's role in the negotiations was complicated by the fact that Deutsche and Dresdner banks not only the creditors but also shareholders. Representatives of the two banks sit on MG's supervisory board, making them in some way partly responsible for the mess which they were trying to clean up.

"There was a feeling that the big banks had their own agenda and that we did not know the full story," said a banker, complaining about the lack of independent advisers to the negotiations.

Deutsche Bank's role in the negotiations was complicated by the fact that Deutsche and Dresdner banks not only the creditors but also shareholders. Representatives of the two banks sit on MG's supervisory board, making them in some way partly responsible for the mess which they were trying to clean up.

"There was a feeling that the big banks had their own agenda and that we did not know the full story," said a banker, complaining about the lack of independent advisers to the negotiations.

Deutsche Bank's role in the negotiations was complicated by the fact that Deutsche and Dresdner banks not only the creditors but also shareholders. Representatives of the two banks sit on MG's supervisory board, making them in some way partly responsible for the mess which they were trying to clean up.

## COMPANIES AND FINANCE

# Treuhand in big east German utility sale

By Judy Dempsey in Berlin

The Treuhand, the privatisation agency, will tomorrow sell a majority stake of a large German utility group, PreussenElektra, the electricity division of Veba, Germany's second largest utility company.

The sale, which follows a long drawn out dispute over ownership rights of eastern Germany's utility assets, will be followed by the privatisation of the region's remaining 14 utility firms to RWE and Bayernwerk, western Germany's other two largest utility companies.

PreussenElektra, which owns and operates nuclear, hard coal, and brown coal power stations, will acquire German regional utilities of Frankfurt/Oder, Magdeburg, Neubran-

denburg, Potsdam and Berlin.

It is expected to invest DM46bn (£312.5m) in the modernising and upgrading of the power firm. Veba and its other subsidiaries plan to invest DM9.4bn in Germany over the next four years.

The sale will give PreussenElektra a virtual monopoly in the generation and distribution of electricity in the region as a result of the power contract, or Electricity Contract, signed in 1990 between the former German and German governments.

Under the power contract, west Germany's utility companies are legally permitted to own 51 per cent of eastern Germany's utilities, with the remaining 49 per cent held by municipal

authorities, in order to under-

write investments of DM46bn by German utilities.

However, in order to agree to the radical restructuring plans for the savings bank sector of the economy imposed jointly by Bank Austria, the country's largest commercial bank, and Erste Oesterreichische Spar-Casse, a leading savings bank, according to Mr. Haiden, BA chairman and chief executive.

Proposals by the government to establish a holding company in which all or most savings banks would participate.

This would be accompanied by a reorganisation of GiroCredit, which is both clearing institution for the savings banks and a commercial bank in its own right. Erste owns 21 per cent of GiroCredit.

The plan, BA, which holds almost 31 per cent in GC, would sell about two-thirds of its holding to a consortium consisting of Erste, provincial savings and Austria Collegiat Versicherung, a leading savings bank.

The deal will reduce the stake of the two founders, Mr. Mike Timms and Mr. Mike Roberts, from 90 per cent to between 30 and 50 per cent, and leave a sum of about 25m in the company.

Energy consumption in eastern Germany has fallen 10 per cent largely due to the collapse of manufacturing.

Energy consumption in eastern Germany has fallen 10 per cent largely due to the collapse of manufacturing.

Under the power contract, west Germany's utility companies are legally permitted to own 51 per cent of eastern Germany's utilities, with the remaining 49 per cent held by municipal

## Austria's savings banks get deadline

By Patrick Blum in Vienna

Austria's savings banks have until the end of February to agree on radical restructuring plans for the savings bank sector of the economy imposed jointly by Bank Austria, the country's largest commercial bank, and Erste Oesterreichische Spar-Casse, a leading savings bank, according to Mr. Haiden, BA chairman and chief executive.

Proposals by the government to establish a holding company in which all or most savings banks would participate.

This would be accompanied by a reorganisation of GiroCredit, which is both clearing institution for the savings banks and a commercial bank in its own right. Erste owns 21 per cent of GiroCredit.

The plan, BA, which holds almost 31 per cent in GC, would sell about two-thirds of its holding to a consortium consisting of Erste, provincial savings and Austria Collegiat Versicherung, a leading savings bank.

The deal will reduce the stake of the two founders, Mr. Mike Timms and Mr. Mike Roberts, from 90 per cent to between 30 and 50 per cent, and leave a sum of about 25m in the company.

Energy consumption in eastern Germany has fallen 10 per cent largely due to the collapse of manufacturing.

Under the power contract, west Germany's utility companies are legally permitted to own 51 per cent of eastern Germany's utilities, with the remaining 49 per cent held by municipal

# Trifast to raise £15m via SE listing next month

By Andrew Baxter

Trifast, one of the UK's largest manufacturers and distributors of industrial fasteners, plans to go public on the London Stock Exchange next month in a flotation expected to raise about £15m.

The deal will reduce the stake of the two founders, Mr. Mike Timms and Mr. Mike Roberts, from 90 per cent to between 30 and 50 per cent, and leave a sum of about 25m in the company.

Mr. Timms and Mr. Roberts, who has been managing director since 1984, said this would be for further expansion, and to replenish finances after a recent acquisition and the move of its Uckfield manufacturing operation to a larger site.

Trifast, which makes TR Fastenings, has some 70,000 different products and world rights to the TR Bush.

a form of nut used to provide a tapped hole in sheet metal, and the Binx Nut, a self-locking vibration-proof

About 80 per cent of products made in its three UK factories and the rest is bought from suppliers in Far East, Europe and elsewhere.

Mr. Timms said he had weathered the recession well because of low gearing — only 17 per cent — after last year's acquisition of Edenbridge-based Techniques, a former rival.

Sales have risen from £17.8m in 1988 to £28m in current year. Pre-tax profits from £1.45m in 1990 to £1.95m in 1991, and are set to rise considerably this year.

Trifast has benefited heavily from co-operation with its customers in arrangements as long-term partnerships.

ing and fastener management, reducing its exposure to the traditional customer/supplier relationship where contracts are purely on the basis of price.

Mr. Timms hopes the flotation will provide a springboard to further expansion as Trifast's big computer and single-sourcing for business and increasingly subcontract its assembly work.

He wants to plug into the Tri network, notably in the Republic of Ireland, and exploit untapped market opportunities.

But he sees growth possibilities in the fragmented market. Trifast has a market share of just 7 per cent overall. Acquisitions of plant and equipment are likely, he said. Capel brothers is the company. The pathfinder document is expected in January.

## Midland & Scottish offshoots' proposals

By David Blackwell

Midland & Scottish Resources, the Midland & Scottish Resources unit of the Emerald oilfield east of Shetland, have sent a proposal to their creditors for a voluntary arrangement under the insolvency Act 1986.

Trafalgar House, owner of the Emerald Producer rig, and MSR, owner of the floating storage unit, have agreed to defer half the daily charter rates, backdated to October 1 last year, until the unsecured debts have been paid up in the pound.

Bankers were not prepared to advance the further funds, and MSR itself was unable to find further funding as it had already granted security on all its assets to lenders.

It said that creditors' approval of the voluntary arrangement would allow an orderly run down and abandonment of the Emerald Field at the end of 1994 or in spring 1995.

Mr. Jon Hawksley, MSR director, said the life of the field would now depend on the operating equipment could be redeployed. Without the voluntary arrangements, production, already at 16,000 barrels a day, would have stopped this spring.

## Cray has 98.5% of P-E shares

The recommended offer by Cray Electronics, the data communications and software systems group, of P-E International will close at 3pm on March 31.

At 1pm on January 13, valid acceptances had been received in respect of 94.1m shares (90.2 per cent) in P-E.

Together with 1.6m shares acquired since the offer was announced, Cray owns or has received acceptances for 21.55m P-E shares (19.9 per cent). Remaining shares will be compulsorily acquired.

## Heineken withdraws from spirits

By Ronald van de Krol

Heineken, the Dutch brewer, will withdraw from its last remaining activity in spirits by selling its share of a distillery joint venture to its partner, the Dutch Royal and Beverages group, Fidu Wessanen.

Benelux, a joint venture, was set up in 1989 as a way for both companies to combat the decline in consumption of spirits.

The venture, the biggest distiller in the Benelux region, brands such as Bols, Jäger and Coebergh, is managed by Fidu Wessanen, which wanted

100 per cent control to further international expansion.

Heineken, which expects to book an unspecified extraordinary gain on the transaction, noted that distilled spirits was always a small part of its total business, which is firmly focused on brewing beer.

CROSS BORDER M&A DEALS				
BIDDER/INVESTOR	TARGET	SECTOR	VALUE	COMMENT
Transamerica	Unit of Tropicana	Freight	£757m	price dropping
Telekom Finland (Finland)	Latvia (Latvia)	Telecom	£108m	Investing
Sedgwick Group	Arctic Bergvall (Norway)/MVM (Germany)	Insurance	£22.9m	Acquisitions completed
Siemens Group (International)	Koen	Engineering	£11.9m	GKN disposal
Siemens (UK)/Shenzhen National Park (China)	Metallurgical	£2.6m	production	
North Sea	Scandiv (Norway)	Transportation equipment	£1.36m	Remote buy
	Unit of Citicorp (US)	Business information	n/a	Citicorp selling Quotron arm
Biscuits (UK)		Food	n/a	Lifting to 70%
Courtaulds (UK)	Societe Dentelle Calaisienne	Lace	n/a	Complementary cash buy
Du Pont	IDAC (Germany)	Paints	n/a	Buying out ICI

to generate much enthusiasm from provincial savings banks, which they will lose power and influence as a result.

Mr. Haiden says the discussions are not successful, then it is the responsibility of Bank Austria and Erste together to see what can be done and to take responsibility for GiroCredit," said.

He added that this was likely to involve changes on GC's management and supervisory boards, as well as a thorough reassessment of the bank's priorities and tasks. Such changes would have to be approved by a extraordinary general assembly as the next general assembly is not until the end of April.

The flotation is likely to be completed in about 12 months.

There are three main business units in the group: Graham Builders Merchants, a supplier to the building and plumbing trade, with 11 branches, and Goodman Crog, an agricultural hardware wholesaler, with 11 branches. The group employs almost

3,000 people, and in 1992 had a turnover of £150m.

There are four main business units in the group: Graham Builders Merchants, a supplier to the building and

In 1993 and our holding companies, developers and building promoters, developed real estate investments amounting to approx.

DM 1,200,000,000

and placed them jointly, with our issuing partners, as closed-end real funds and direct investment. In this way, since 1975 more than 40,000 private high-income investors have entrusted us with investment capital amounting to approx.

DM 7,000,000,000

We would like to thank our business partners for the great amount of trust they have placed in us.

In 1994 we will be concentrating on the development of valuable urban properties in Berlin, Dresden and Leipzig. In doing so, the quality of locations and buildings, their permanent letability, security and long-term potential for an increase in value will be our prime concern. In Berlin and the new federal states currently investing more than

DM 2,000,000,000

in top-quality, prominent buildings, thereby setting a visible sign for economic revival in the new federal states.

Our know-how and years of experience as developers, building promoters of residential and commercial properties, as an issuing company for closed-end real funds, trustees, and in the field of fund and real management, will also be the key to our success in 1994. We invest exclusively in upmarket, representative, top-quality real estate in first-class locations. We therefore follow a product philosophy which quite obviously distinguishes itself from standard offers available on the market.

FUNDUS FONDS-VERWALTUNGEN GMBH  
Hohenstaufenring 1 - 50674 Cologne

AACHEN-BERLIN-FRANKFURT-HAMBURG-KÖLN-LEIPZIG-MÜNCHEN-MÜNSTER-STUTTGART-ATLANTA

## Tenneco Inc

HOUSTON, TEXAS

1994  
our  
year  
payments

The 1994 first quarter price of 100% per share on Common will be paid on February 1994 in our earnings.

1994  
our  
year  
payments

The 1994 first quarter price of 100% per share on Common will be paid on February 1994 in our earnings.

1994  
our  
year  
payments

The 1994 first quarter price of 100% per share on Common will be paid on February 1994 in our earnings.

1994  
our  
year  
payments

The 1994 first quarter price of 100% per share on Common will be paid on February 1994 in our earnings.

1994  
our  
year  
payments

The 1994 first quarter price of 100% per share on Common will be paid on February 1994 in our earnings.

1994  
our  
year  
payments

The 1994 first quarter price of 100% per share on Common will be paid on February 1994 in our earnings.

1994  
our  
year  
payments

The 1994 first quarter price of 100% per share on Common will be paid on February 1994 in our earnings.

1994  
our  
year  
payments

The 1994 first quarter price of 100% per share on Common will be paid on February 1994 in our earnings.

1994  
our  
year  
payments

The 1994 first quarter price of 100% per share on Common will be paid on February 1994 in our earnings.

1994  
our  
year  
payments

The 1994 first quarter price of 100% per share on Common will be paid on February 1994 in our earnings.

1994  
our  
year  
payments

The 1994 first quarter price of 100% per share on Common will be paid on February 1994 in our earnings.

1994  
our  
year  
payments

The 1994 first quarter price of 100% per share on Common will be paid on February 1994 in our earnings.

1994  
our  
year  
payments

The 1994 first quarter price of 100% per share on Common will be paid on February 1994 in our earnings.

1994  
our  
year  
payments

The 1994 first quarter price of 100% per share on Common will be paid on February 1994 in our earnings.

1994  
our  
year  
payments

The 1994 first quarter price of 100% per share on Common will be paid on February 1994 in our earnings.

1994  
our  
year  
payments

The 1994 first quarter price of 100% per share on Common will be paid on February 1994 in our earnings.

1994  
our  
year  
payments

The 1994 first quarter price of 100% per share on Common will be paid on February 1994 in our earnings.

1994  
our  
year  
payments

The 1994 first quarter price of 100% per share on Common will be paid on February 1994 in our earnings.

1994  
our  
year  
payments

The 1994 first quarter price of 100% per share on Common will be paid on February 1994 in our earnings.

1994  
our  
year  
payments

The 1994 first quarter price of

## COMPANIES AND FINANCE

## Brussels solves gas sale problem

By Andrew Hill in Brussels

The Belgian government has chosen a solution to the difficult privatisation of SNI-NIM, the state holding company which owns 50 per cent of Distrigaz, the country's supply and distribution monopoly. The government has in principle to sell most of its 88 per cent in SNI-NIM to Ackermans & van Haaren, a quoted Antwerp-based industrial holding company. If Ackermans agrees to the government's conditions, the deal should raise about BFr14.5bn to help ease Belgium's budget deficit.

## Winterthur to expand in Germany

By Ian Rodger in Zurich

Winterthur Insurance, Switzerland's third largest insurer, has bought a minority stake in DBV Holding, an insurance unit of Germany's Commerzbank.

Both Winterthur and Commerzbank have scheduled meetings for Monday morning.冬日, it was last week it hoped to announce during January a restructuring of its non-banking activities. Winterthur said yesterday it would make a very important expansion of its insurance business.

DBV, with insurance premium income of approximately \$2.05bn, was set up by the King of Prussia in 1871 to provide insurance cover for the German military. It later expanded in cover and servants, taking on the name Deutsche Dienstversicherung, and in the 1970s became a general insurance company.

The acquisition would be Winterthur's second entry into a strong bank in the German market. In 1871, it bought a 38 per cent stake in Nordstern Algemeine of Cologne with the intention of further expansion.

However, Colonia, a German affiliate of the French insurance group, retained its majority control of Nordstern, and Winterthur eventually gave up and sold its stake.

The decision - part of the government's BFr85bn four-year privatisation programme - puts an end to rival bids for stake in Distrigaz, lodged by a range of international investors, including British Gas.

The government wants to keep tight control of Distrigaz through a 'golden share', and is also insisting that an unspecified stake in the company - probably between 10 and 25 per cent - is floated on the Brussels stock exchange.

The government will retain ownership of certain other SNI-NIM holdings, including a 1 per cent stake in Sabena, the airline, British Gas, VISA and Bay-

ernwerk of Germany, and Commerzbank, the oil subsidiary of DuPont of the US, had made a rival bid for Distrigaz and BASF, the German group, expressed a separate interest in Distrigaz shares.

Instead, the 50 per cent stake will be sold initially by Ackermans & Tractebel, the quoted Belgian utilities group, which owns a further 33 per cent of the company. Apart from the stock market flotation, Ackermans & Tractebel also promised to cede small stakes in Distrigaz to regional companies in Belgium. The remaining 17 per cent stake in Sabena is held by Shell.

## Kaufhof seeks Horten control

By David Walker in Berlin

Kaufhof Holding, the Cologne-based retailer, is aiming to acquire majority control of Horten, the supermarket chain which is Germany's fourth largest department store chain.

According to a Reuter news agency, the Federal Cartel Office in Berlin, Germany's competition authority, received an application for the move, which will mean further expansion in the German department store sector.

It follows the acquisition of Hardt, the third largest department store chain in Germany.

Both Winterthur and Commerzbank have scheduled meetings for Monday morning.冬日, it was last week it hoped to announce during January a restructuring of its non-banking activities. Winterthur said yesterday it would make a very important expansion of its insurance business.

DBV, with insurance premium income of approximately \$2.05bn, was set up by the King of Prussia in 1871 to provide insurance cover for the German military. It later expanded in cover and servants, taking on the name Deutsche Dienstversicherung, and in the 1970s became a general insurance company.

The acquisition would be Winterthur's second entry into a strong bank in the German market. In 1871, it bought a 38 per cent stake in Nordstern Algemeine of Cologne with the intention of further expansion.

However, Colonia, a German affiliate of the French insurance group, retained its majority control of Nordstern, and Winterthur eventually gave up and sold its stake.

Kaufhof Holding, the Cologne-based retailer, is aiming to acquire majority control of Horten, the supermarket chain which is Germany's fourth largest department store chain.

According to a Reuter news agency, the Federal Cartel Office in Berlin, Germany's competition authority, received an application for the move, which will mean further expansion in the German department store sector.

It follows the acquisition of Hardt, the third largest department store chain in Germany.

Both Winterthur and Commerzbank have scheduled meetings for Monday morning.冬日, it was last week it hoped to announce during January a restructuring of its non-banking activities. Winterthur said yesterday it would make a very important expansion of its insurance business.

DBV, with insurance premium income of approximately \$2.05bn, was set up by the King of Prussia in 1871 to provide insurance cover for the German military. It later expanded in cover and servants, taking on the name Deutsche Dienstversicherung, and in the 1970s became a general insurance company.

The acquisition would be Winterthur's second entry into a strong bank in the German market. In 1871, it bought a 38 per cent stake in Nordstern Algemeine of Cologne with the intention of further expansion.

However, Colonia, a German affiliate of the French insurance group, retained its majority control of Nordstern, and Winterthur eventually gave up and sold its stake.

## AGF appoints banker to board

By David Buchan in Paris

Assurances Générales de France (AGF) has appointed Mr Alain Jeancourt-Gallieni to its board of directors. This is seen as paving the way for his likely appointment as the president of the state-controlled insurance group.

The 57-year-old banker, who heads Banque Indosuez, had already been widely tipped to succeed Mr Michel Albert, who, after more than a decade as the president of the insurance group, was to leave the month named to the new independent monetary policy committee set up to advise the Bank of France.

The state of the potential sale raised fears that Corning may not be able to continue without

support from its two owners.

The company said yesterday that, though it will be able to meet ongoing operational needs, provided it expected payments from shareholders were received and its 'evaluation of current financing arrangements' and future business prospects proved correct.

Yesterday's announcement came as Dow Corning and other implant manufacturers, including Johnson & Johnson and Bristol-Myers Squibb, continue to negotiate over how to reach a tentative industry-wide settlement.

This is still to be decided by the courts.

## Dow Corning puts cost of litigation at \$1.24bn

By Richard Waters

in New York

Dow Corning, the world's biggest manufacturer of breast implants, said yesterday that it expected its share of an industry-wide settlement of litigation over leaking implants to reach \$1.24bn.

The company, a joint venture between Dow Chemical and Corning, said that \$600m of this would be met by insurance companies, leaving it with a pre-tax charge of \$640m, or 10.5 per cent tax, for the fourth quarter of 1993.

The state of the potential sale raised fears that Corning may not be able to continue without

support from its two owners.

The company said yesterday that, though it will be able to meet ongoing operational needs, provided it expected payments from shareholders were received and its 'evaluation of current financing arrangements' and future business prospects proved correct.

Yesterday's announcement came as Dow Corning and other implant manufacturers, including Johnson & Johnson and Bristol-Myers Squibb, continue to negotiate over how to reach a tentative industry-wide settlement.

This is still to be decided by the courts.

## Olivetti seeking L2,000bn to expand

By Robert Graham in Rome

Olivetti, the Italian computer company seeking shareholder approval to raise up to L2,000bn (\$1.7bn) in fresh funds, is to expand especially in telecommunications and multi-media.

The decision to raise money was taken on Friday at a board meeting presided over by Mr Gianni Benedetti, chairman. In June, Olivetti raised \$102bn for this primarily intended to cover the group's losses, which for 1993 are expected to be L400bn-450bn.

By contrast, the fresh call on investment opportunities in the evolving sectors. The decision is just a preliminary closed on the contract to operate Italy's new European standard GSM mobile phone network.

Olivetti is heading the consortium most likely to win the contract. The consortium, Omnitel, in which Olivetti has a 51 per cent stake and includes Bell Atlantic and Telecom, recently raised its capital to L200bn. But industry analysts believe this would have increased further if Omnitel were to win the contract.

The state-owned computer group has also given a forecast of its 1993 performance, saying group sales will be L8.610bn, up 7.3 per cent on L8.160bn, last year.

## Bombardier to raise C\$210m

By Richard Waters

in New York

Bombardier, the aerospace group, is raising C\$1.67bn (\$1.16bn), to finance working capital, with a public offer of 10m new common shares at C\$21.875 a share.

The underwriting group is led by Salomon Brothers with Robert Gibbons in Montreal.

The new equity will have a 1 per cent dilution factor, analysts said.

Bombardier is to raise C\$210m

Bombardier, the aerospace group, is raising C\$1.67bn (\$1.16bn), to finance working capital, with a public offer of 10m new common shares at C\$21.875 a share.

The underwriting group is led by Salomon Brothers with Robert Gibbons in Montreal.

The new equity will have a 1 per cent dilution factor, analysts said.

## Tonen chief resigns over clash with US partners

By William Dawkins and Michiyo

in Tokyo

Tonen's Japanese management has led to the resignation of the head of Tonen, a Japanese oil refinery partly owned by Exxon and Mobil.

Mr Nobuyuki Nakahara, Tonen president, is to resign at the end of March. Tonen announced yesterday. It is understood that his departure is due to differences over recent large dividend increases requested by the US partners.

Exxon and Mobil, which each hold 25 per cent of Tonen's shares, alleged to Tonen to become more involved in the oil refinery's operations.

By contrast, the fresh call on investment opportunities in the evolving sectors. The decision is just a preliminary closed on the contract to operate Italy's new European standard GSM mobile phone network.

Olivetti is heading the consortium most likely to win the contract. The consortium, Omnitel, in which Olivetti has a 51 per cent stake and includes Bell Atlantic and Telecom, recently raised its capital to L200bn. But industry analysts believe this would have increased further if Omnitel were to win the contract.

The state-owned computer group has also given a forecast of its 1993 performance, saying group sales will be L8.610bn, up 7.3 per cent on L8.160bn, last year.

## Amtrak admits losing \$33 on every ticket

By Michael Tavelman

in New York

Amtrak, the heavily loss-making operator of US train services, had a bad year with the yawning gap between its costs and revenues widening still further if 1993.

These had previously been offset by the private railroad companies, which now concentrate on their profitable freight operations and continue to rely on federal support for survival.

Amtrak is expected to reach a position where its costs will be at least covered by operating costs, but it will be unable to compete with air or road transport for speed and convenience and will continue to rely on federal support for survival.

The annual report shows that the corporation is due to receive \$71.7m in federal funds this year, of which \$10.5m is earmarked for operating and \$61.2m for capital spending. But these sums are unlikely to reverse the steady decline in Amtrak's physical assets, which are aging more rapidly than the corporation can afford to replace them.

However, the dividend increase is agreed unanimously by the board, said Mr Haruo Gotoh, manager of Sekiyo, Exxon's Japanese unit. The 3 per cent yield on Tonen's shares is still low by UK standards, he said.

The US partners successfully obtained an increase in the interim payout from Y12.5 to Y20, and have pushed for a maintained dividend.

The dividend is likely to be uncovered by earnings again, despite a sharp rise in profits from Y2.77bn to a market estimate of Y3.8bn.

However, Tonen's balance sheet is strong, with debts of just under 31 per cent of shareholders' capital.

## AT&amp;T to take charge against 1993 earnings

By Martin Thompson

in New York

American Telephone Telegraph said yesterday that it will take a non-cash, after tax, charge of \$1.3bn against 1993 earnings because of a change in the accounting treatment of certain benefits to employees after they leave the company.

However, it said that, excluding the charge and costs for previously announced restructuring programme in its computer subsidiary NCR, fourth-quarter net income is expected to be about \$1.15bn, or 10.5 per cent in line with analysts' estimates.

The accounting change, which all companies must adopt by the fiscal first quarter of 1994, means separation payments must be expensed as they accumulate over employees' working lives, rather than booked as they are. Also, disability payments have to be expensed when the disability rather than payments are made.

This advertisement is in compliance with the regulations of The International Stock Exchange of the United Kingdom and the Republic of Ireland Limited ("the London Stock Exchange"). Application has been made for grant of permission to deal in the Unlisted Securities on the London Stock Exchange in ordinary share of John Lusty Group PLC. This advertisement does not constitute an offer or invitation to any person to subscribe for or purchase securities and it is emphasised that application has been made for these securities to be admitted to listing. It is expected that dealings in the ordinary shares of 2p each will commence on 25th January, 1994.

## JOHN LUSTY GROUP PLC

(Incorporated in England and Wales under the Companies Act 1948)

(Registered in England No. 219303)

## Proposed Acquisition of VAYDEAN LIMITED

and

## TRUSTIN-KERWOOD LIMITED

Issued and Fully Paid

Present Proposed

1,132,125 2,480,000 77,781 1,948,781

938,750 938,750 1,937,781

929,125 929,125 429,125

in Ordinary Shares of 2p each

in 10% Cumulative Redeemable

Preference Shares of 51 each

in Deferred Shares of 8p each

1,446,721 1,446,721 429,125

Trustin-Kerwood Limited, whose business complements that of John Lusty Group PLC, distributes specialty and own-label products into the UK grocery retail and wholesale trade, with over 30 per cent of its business being with major supermarket retailers.

Copies of the document relating to John Lusty Group PLC, Vaydean Limited and Trustin-Kerwood Limited may be obtained during normal business hours on any weekday (Saturdays, Sundays and public holidays excepted) from the Company Announcements Office of the London Stock Exchange Tower, Capel Court entrance, off Bartholomew Lane, London EC2 (for collection only) from the date of this notice up to and including 18th January, 1994 and from the date of this notice up to and including 24th January, 1994.

The Company: John Lusty Group PLC

122-128 Arlington Road

London NW1 7HP

17th January, 1994

## DECLARATION OF DIVIDENDS

## UNITED KINGDOM CURRENCY EQUIVALENTS

In accordance with the standard conditions relating to the payment of the undermentioned dividends, payments from the office of the United Kingdom Registrar will be made in United Kingdom currency at the rate of exchange of £1.0717 South African currency to £1 United Kingdom currency, the being the then available rate of exchange for remittances between the Republic of South Africa and the United Kingdom on 11 January 1994, as advised by the company's South African bankers.

The United Kingdom currency equivalents of the dividends are therefore as follows:

Name of Company (All companies are incorporated in Republic of South Africa)

Dividend Date

Amount per share (£1993)

Gold Fields of South Africa Limited (convertible redeemable cumulative preference)

19 2 December 21.5011p



# The Markets

THIS WEEK

Global Investor / Peter Martin

## All together now for 1995



Will 1995 be the first strong year of global growth since the 1980s? Investment analysts who have written off the prospects for 1994 - continental Europe still stagnant, Japan still deflating, US and UK throttled back by tax rises - are starting to console themselves with the thought of the year after. "Most of us have forgotten what synchronous global growth is like," writes Maureen Aly of Scudder, the US fund managers.

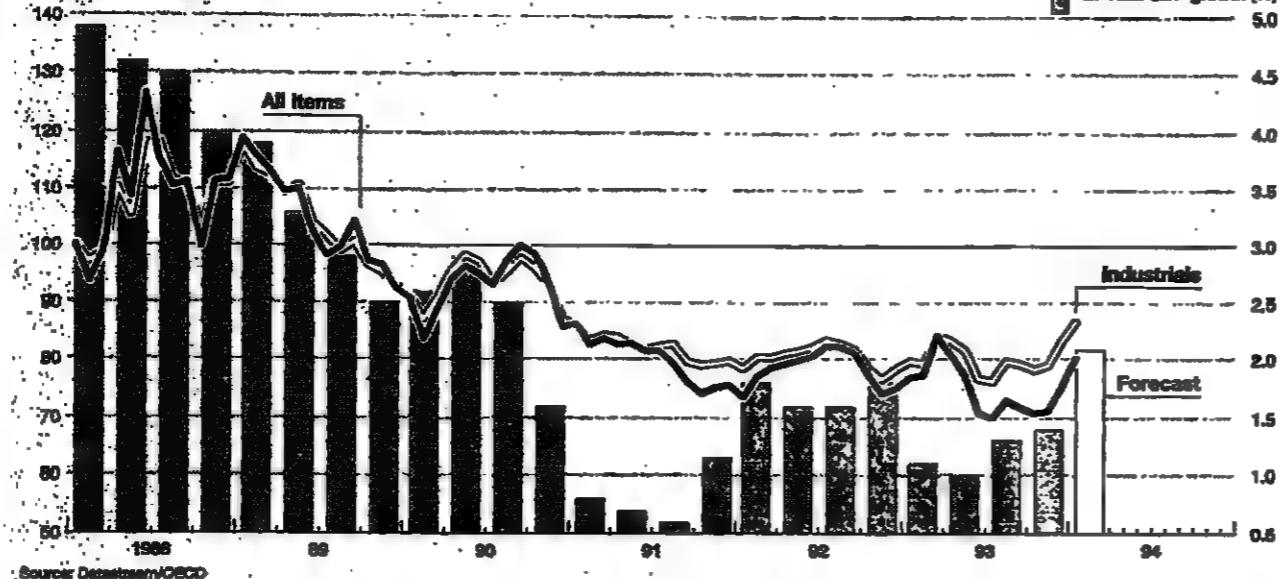
Ammesa is particularly common on the subject of commodity prices, partly because, as the chart shows, the upturn of developed country growth in early 1992 was accompanied by largely stable prices for industrial raw materials. However, just because commodity prices fell consistently between the summer of 1988 and the autumn of 1993 is no guarantee that they will stay down. Indeed, the pickup in raw materials pricing in the fourth quarter of 1993 is one of the more unremarked developments of recent months.

Commodity prices are only one of the elements in global inflation, of course, and the rupture of the wage/prices spiral in many countries means that even if there is a sharp rise in the cost of raw materials, it need not feed so rapidly into the general price level.

One other comfort is often cited, the downward pressure on prices stemming from the shift of manufacturing output to the Pacific Rim. This is "just plain wrong," argued Albert Edwards of Kleinwort Benson in London. In low-wage economies raw materials account for a far higher proportion of costs than in high-wage economies. "Thus if commodity prices start rising," he says,

### Tracking the commodity cycle

Economic Commodity Indices



Source: Datastream/OCIO

"low-wage producers will be forced in on these increases far more quickly."

A strong year worldwide in 1995 might pose some inflationary risks. For big international companies, however, it would be the first year since 1981 when growth in sales in the developed world. If that thought becomes widespread, it would do something to justify the level at which stock markets are selling.

### Germany

The Germanisation of the UK money markets comes a step closer on Thursday when the Bank of England announces the terms of its first extended repo facility, allowing the Bank to supply funds to the money market on a more settled, longer-term basis than its current day-to-day activities. It will make its operating

practices a little more like those of the Bank of England.

Whether the Bank wants to innovate more rapidly will partly depend on how seriously it takes the recommendations for the City Research Project, written by Herbert Sculley of the Financial Services Group of the London School of Economics.

He believes that London's attractiveness as a financial centre is hampered by the volatility of short-term interest rates, which in turn comes from the Bank's traditional operating practices. These are based on the Bank's historic rivalry with the clearing banks. It is more than a century since the Bank stopped lending in competition with the clearing banks, but it is still left with a folk memory of the preceding 200 years.

Nonetheless, in its centenary year, there are signs that the Bank is throwing off this

legacy of the past. The new repo system is the logical extension of the post-1987 changes to the money market which deprived the discount houses of their unique access to the central bank and brought it, at last, into direct bilateral dealings with the clearing banks.

Now, the Bank is undergoing a period of intense introspection as it reviews its internal organisation to support its core task of monetary stability, systemic stability, and the attractiveness of the UK as a financial centre. In response to Mr Sculley's recommendations, a further extension of the repo system will indicate just how much weight it places on this in its priorities.

### Re-integration

The death of vertical integration, discussed in last week, has started to

at its own contrarian antithesis. Boston Consulting Group has just published a note proclaiming a return of vertical integration, not in its wholly old form of the past, but as a partnership linking the entire supply chain in an integrated customer-focused system.

"One such group," says BCG, "is Unilever (fibres), Spring Mills (fabrics), Warner Apparel (children's apparel) and Monogram movies."

"They have got together to defend themselves against imported clothing and began by sharing point of sale information. Later they started to co-operate in planning production introductions. The result is spectacular. Markdowns are a third of the industry average, gross profit margins rose throughout the past recession, and share of market has increased."

From an investment point of

view, the new co-operators are the companies profiting from dis-integrating. Just look at spot.

### Bloodletting

The final anniversary is upon us of a remarkable week of corporate bloodletting in the US. A few days in late January saw James Gorman resign as Paul Leno leave Westinghouse, and Robert Rubin take the first step into the door at American Express.

The US market, just getting under way, will give its first opportunity to judge the performance of the departing leaders. In this opportunity, reaction is mixed. Westinghouse, for example, has consistently underperformed the US market since the change of management. American Express initially performed but has fallen downwards in relative terms.

IBM, the most spectacular case of a company in trouble, initially did comparatively poorly but has outperformed since December. Last year IBM had a dividend in shares selling for less than they did then.

Analysts are starting to see IBM's prospects. Good results will turn bearish opinions into buying. There are still just as many pros as there are cons, however.

Against this plus side is Louis Gerstner's decision, a few months after taking over as chairman, to undo the decentralisation planned by Akers. IBM is a global, full-line computer company. It is nothing. Splitting the company up is Akers planned to destroy this precious asset. Other pluses include the much tighter focus

### Total return in local currency to 13/1/94

	US	Japan	Germany	France	Italy	UK
Week	0.57	-0.09	0.12	0.13	0.16	0.10
Month	0.82	-0.12	0.52	1.15	1.64	-0.14
Year	9.09	10.55	17.50	27.41	12.86	
Bonds 3-5 year						
Week	0.57	-0.09	0.12	0.13	0.16	0.10
Month	0.82	-0.12	0.52	1.15	1.64	-0.14
Year	9.09	10.55	17.50	27.41	12.86	
Bonds 7-10 year						
Week	1.06	-0.11	0.56	0.13	-0.35	
Month	1.28	0.69	1.05	2.12	0.39	
Year	13.84	14.89	18.45	20.36		
Equities						
Week	1.2	1.9	-2.8	-0.3	-0.3	-0.9
Month	1.6	2.2	-0.7	4.3	0.5	4.4
Year	11.6	19.5	43.7	29.3		

### Best performing stocks from FT-A World Indices

	% change	Week	Month	Year
Haymarket Property	3.10 HK\$	50.8	87.4	77.2
Hamza	730 Y	40.4	-16.2	-47.9
Nippon Sanso	655 Y	32.4	34.5	182.5
Tattinger	2,910 FF	20.5		35.3
CEPSA	2,910 Pt	20.0	15.0	7.4
Aalborg Portland	650 DKK	19.2	12.4	63.9
Shengli Petroleum	1,000 Y	19.0	-10.7	0.3
Crahan	21.00 HK\$	18.9	10.5	13.7
First National Finance	72.5	18.9		24.7

Source: Cash &amp; Bonds - Lehman Brothers. Equities - © NatWest. The FT-Actuaries World Indices are jointly owned by The Financial Times Limited, Goldman Sachs &amp; Co., and NatWest Securities Limited.

already affected IBM's US operations, which will weaken its hold on its European customers and its ability to present itself as a model corporate citizen.

Conclusion: IBM's long-term prosperity is not assured, but in the long run investors may take the opportunity of any favourable earnings to revalue the company's shares. Slightly further out, much hangs on Europe, where the computer-downsizing trend is not yet well-established in the US. As Europe recovers from recession, IBM will be hoping for a few lucrative mainframe years there. That might be the breathing space for Gerstner.

Economic Eye / Edward Balls

## Unstable foundations of the Chinese economic miracle



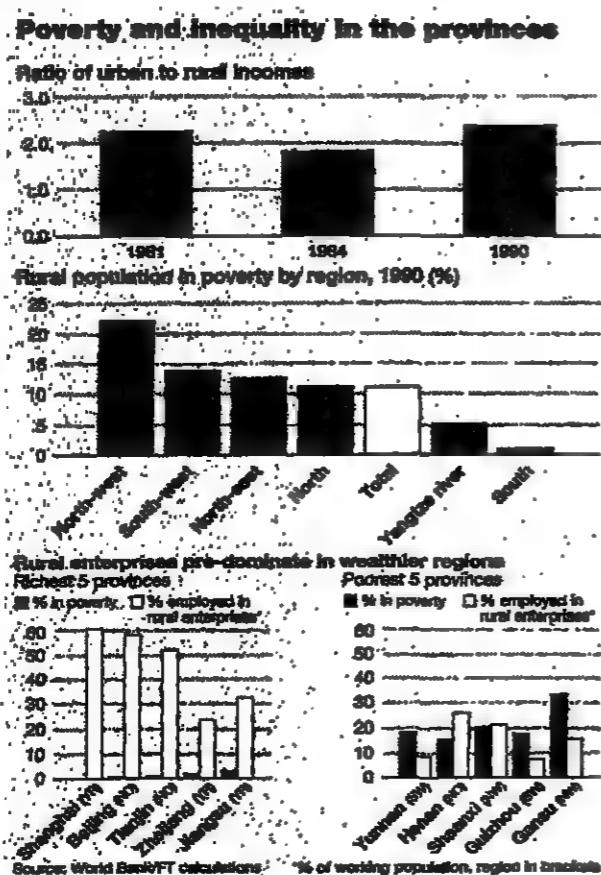
Arriving in today's China is a shocking experience. Even the most experienced Sino-travellers marvel at the pace of economic development in Chinese cities and the enthusiasm with which urban dwellers are embracing the trappings of capitalist society.

For Lloyd Bentzen, the US treasury secretary who lands in Beijing on Wednesday, having spent last week in Moscow, the signs of economic dynamism will look even more startling. A week in Moscow is enough to convince anyone that there are no easy solutions to Russia's economic difficulties. China, by contrast, is in the seemingly enviable position of having too much growth rather than too little.

After fifteen years of market-oriented reform in which economic growth has averaged nearly 10 per cent a year, the assumption built into most scenarios of the coming decade is that China's economic miracle will continue. Certainly the large number of foreign companies who have poured into China over the past three years believe so. So does the World Bank. Last year's report on the economic prospects for developing countries estimated that, by the beginning of the next decade, China's economy (properly measured) would be larger than that of the US.

However will the past turn out to be as reliable a guide to the future as many investors seem to hope? Perhaps. But it is also possible to construct a scenario in which China's economic success story goes decidedly sour. Like Russia, China suffers from a number of post-planning hangovers - inequality and under-employment; growing regional tensions and a decline in central authority - which could yet undermine its prospects for the decade ahead.

It is easy for the foreign visitor to be fooled by a city-hopping trip to China. Travelling by train rather than aeroplane quickly reveals that the vast mass of rural China remains poor and undeveloped. The percentage of the population which now lives in poverty has fallen from 38 per cent in 1970



to 9 per cent in 1990. But 100 million Chinese are still living in absolute poverty, many of whom are under-employed farmers. The Chinese government estimates that 180m of the total 330m agricultural labour force is surplus to requirements: a figure which could reach 200m by the end of the decade.

The income gap between urban and rural populations, after narrowing in the early 1980s, is growing again, as the upper chart shows. But it is regional differences in growth and poverty which hint at the underlying threat to China's economic future. Poverty rates are much higher in the northern and western regions, far from the coastal growth centres. In these regions, rural manufacturing enterprises employ a much smaller percentage of the rural workforce.

The Chinese economy ought to provide an easy mechanism for easing the political tensions that regional inequalities on this scale can throw up by mass migration of rural work-

ers to the cities. But the central government has become increasingly unwilling to move revenue to the centre. The central government's new value-added tax is supposed to help solve this problem. It will only succeed if increasingly unco-operative, or corrupt, provincial officials are willing to collect and pass on the revenues.

The power of the central government has weakened, so its ability to manage the economy has also suffered. The fall in revenues has undermined the central bank's monetary policy as a macroeconomic policy weapon for the central government. Provincial governments have also assumed greater control over the local branches of the central bank, thereby undermining central monetary control. The result has been relatively boom-bust cycles of rapid growth followed by accelerating inflation.

Meanwhile, as total revenues have fallen, the main financing has come to loss-making rural enterprises. According to research by Professor Jeffrey Sachs of Harvard University, Chinese consume 10 per cent of GNP. So far they have not been inflationary largely because of the willingness of the Chinese public to build up financial savings in money deposits. But the rapid growth of street-side sales of shares suggest that the public's tolerance for money savings may be dwindling.

In short, the risk of a destabilising acceleration in inflation is growing. But the central government's attempt to re-centralise development is increasingly dependent on a substantial re-centralisation of economic power to control inflation and spur the rate of growth. The industrial output and inflation are both still accelerating, despite the central government's campaign to slow the economy last year, suggesting that its soft-soft approach to re-establishing central economic control is not working. A return to more repressive central government, and stalling of inflation and economic growth, may not be the only way to force the richer provinces to recognise that this is not sustainable. Central rapid growth in China is not sustainable.

This announcement appears as a matter of record only

## ZARAFSHAN - NEWMONT Joint Venture

MURUNTAU HEAP LEACH PROJECT, ZARAFSHAN, UZBEKISTAN

US \$105 million

LIMITED REOURSE PROJECT LOAN

JOINT ARRANGERS

European Bank for Reconstruction and Development

Funds provided by

Bayerische Vereinsbank AG

The Chase Manhattan Bank, N.A.

Republic Mase Bank Limited

Chemical Bank

Barclays Bank PLC

BHF - Bank

Credit Lyonnais

Credit Suisse

Dresdner Bank AG

N M Rothschild &amp; Sons Limited

Union Bank of Switzerland

Agent

Swiss Bank Corporation

Bank Austria (Switzerland) Limited

European Bank  
for Reconstruction and Development

BARCLAYS SYNDICATIONS

November 1994



## NEW YORK

### Investors set aside concerns

After last week's record-breaking gains, US share prices are likely to rise further this week as stock market investors continue to set aside concerns about high equity valuations and rising interest rates and concentrate on the promising economic and earnings outlook.

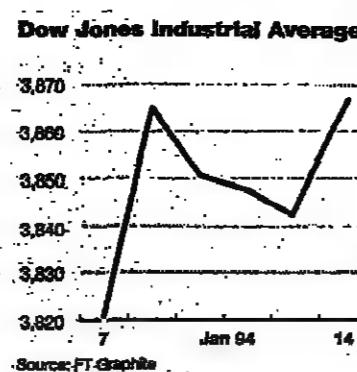
The Dow Jones Industrial Average is now well past 3,800, in spite of warnings from some analysts that when the average hit that record mark, that was not much profit-taking – just a 20-point sell-off mid-week, which was quickly offset by a strong Friday rally – was primarily due to the consistently positive economic news that has been released recently.

That data has included a big rise in industrial output, sharply higher retail sales, and low consumer and producer price inflation. Investors have responded to the figures by investing in a range of stocks, but most notably in companies whose earnings are closely tied to the economic cycle. This explains why the Dow has outperformed other markets lately.

Investors, however, have also been looking forward to some more solid improvements in corporate profitability. They should get what they want this week, when the fourth quarter reporting season begins in earnest.

Tomorrow will be the big day for the banking sector – "Super Tuesday" of quarterly reporting. Citicorp, which last week issued a preliminary forecast of its October-to-December earnings that delighted investors, Chase Manhattan, Chemical Banking, and NationsBank are among the big banks unveiling their figures.

Patrick Harverson



## London

### No change in fundamental sentiment

Few equity strategists at the leading UK securities firms appear to be seriously upset by the recent base rate prospects which has upset stock market. And, since UK influences also shared the blame for the sharp fall in the Footsie at the beginning of the week, it should be said that the US houses in London are still among the optimists when it comes to UK interest rates and inflation.

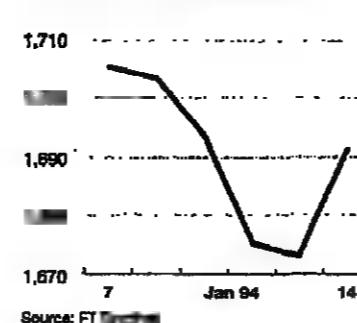
Lehman Brothers sees not one but two further cuts in base rates before the end of June, while Goldman Sachs predicts base rates at 4% per cent in mid-year.

It would not be difficult to round up similar forecasts from strategists at UK broking and investment houses: PZU, raising its year-end forecast for 1994 to 4.2% per cent, says the rate environment is better than expected. So perhaps investors have been mistaking a bout of profit-taking for a fundamental change of sentiment.

Most European stock markets, certainly London, became overheated before Christmas, and some form of correction was seen as inevitable. But chartists of UK equities applauded the FTSE Index bounces from the 3,350 support area on Thursday by the end of the week it seemed clear that the market agreed with them.

There are other reasons for believing that the stock market may yet show the 8 per cent gain traditionally recorded in January – this is around four times the average monthly gain for the rest of the year. Company results may at long last be showing the signs of benefit from economic recovery for which the market has been searching.

## FT-SE-A All-Share Index



The banking sector was impressed by TSB, which provided a sound platform for UK trading figures due this month from the rest of the sector.

The banking sector, which is central to UK consumer spending, looks more positively after the Organisation for Economic Cooperation and Development's report on the implications of the rise in holiday bookings.

While analysts have raised ratings on the sector, it is clear that the banking sector is not as good as elsewhere. British Airways is favoured as an obvious beneficiary from the expected jump in holiday traffic which began in mid-December.

Cyclical stocks, including leisure and hotels, have significantly outperformed over the year. The FTSE 100 is among them and is still sufficiently undervalued to warrant further investment.

Perceptions of current valuations on UK equities are generous but brought about by repositioning by the institutions but their actions appear positive rather than negative.

The more optimistic analysts say that, while equities are overvalued in terms of prospective price/earnings ratios of more than 15 for the year, they should be as undervalued in terms of gilt yields and short-term interest rates.

## OTHER MARKETS

### FRANKFURT

Speculation on the outlook for interest rates is on the agenda this week ahead of Thursday's Bundesbank Council meeting.

Securities says recent data on orders and industrial output point to further economic weakness, providing some justification for monetary easing. But the weakening D-Mark, down 1.2 per cent in a trade-weighted basis since mid-October, mitigates against swift cuts.

### ZURICH

Winterthur, Switzerland's third largest insurer, has called a conference this morning at which it is expected to announce that it is taking a substantial minority stake in DBV Holding, Commerzbank's insurance subsidiary. Commerzbank, holding a 10% conference today, has been looking for a partner for DBV since Zurich broke away last year.

### STOCKHOLM

Volvo has EGM on Wednesday to ratify the appointment of a new board of directors, which will open the way for disposals. These are rumoured to include the sale of its 10% stake in Carbo Volvo shares at all-time highs on Friday, following positive reports from analysts and recent comment.

The market has also been following suggestions that MG may end its relationship with Renault.

### MADRID

Bank Santander is due to continue Spain's record reporting week and analysts are looking for a 10% rise in 1993 net profit, after Popular's 7 per cent rise, announced last week. The possibility of a general banking crisis in Spain has been raised after last week's comments from Banco Santander's former chairman, Mr Jose Conde, when he maintained that financial troubles were overstated.

### TOKYO

Further buying from overseas investors may emerge, especially if other Asian markets resume their rally. Although uncertainty over the political reform bill, which the government hopes to pass through parliament on Thursday, may cause some volatility, the market could receive a boost once the bill is approved. However, share prices could see heavy selling pressure if the bill fails to pass.



That German industrial giant Metallgesellschaft has been brought to its knees by a one-off derivatives hedging strategy gone awry has deepened the suspicions of financial regulators and other sceptics that these relatively new and complex instruments are systematically dangerous.

The company says derivatives losses from its US oil subsidiary, MG Corp, could mount to DM2.3bn. While creditors arrange how best to mop up the derivatives industry is trying to put the face on the situation, saying MG's example is not the norm.

First off, they say, MG's hedging strategy was not a complicated structured instrument that failed because it failed to be understood by top-level management. It is the company ignored its risk models and carried such huge positions that they became unmanageable. Also, and more understandably, MG have mismatched the terms of its hedges with its contractual obligations.

Corp will be under long-term contracts known as "forwards" to end-users and third-party traders. Then, in the simplest of hedges, they use the forward contracts with corresponding purchases in both the Nymex futures markets and in over-the-counter oil swaps.

Though oil forward obligations are five to 10 years out, it is them with short-term (three-month) derivatives.

There is a good reason for this. Liquidity, or the ability to enter and exit trades at a reasonable price, exists only in the shortest-term contracts in Nymex futures. Oil is liquid than the future markets become thinner at longer maturities. Thus, it is business sense for MG to keep the hedge positions liquid, or short.

Laurie Morse

## INDICES AT A GLANCE

	Percentage Change			12 month	High	Low	High	Low	12 month	
	Over	On 12	Since	High	Low	High	Low	High	Low	
FTSE 100	3,400.8	0.0	+23.2	-0.5	3,482.0	2,737.6	3,446.0	7/1/94	3,360.0	13/1/94
Dow Jones Ind.	3,867.20	+1.7	+18.3	+0.0	3,870.00	14/1/94	3,241.95	14/1/94	3,867.20	14/1/94
Nikkei	16,973.70	+0.1	+14.9	+0.9	21,148.11	13/9/93	16,076.71	29/11/93	16,973.70	4/1/94
Dax	2,141.82	-3.5	+40.6	-5.5	2,287.98	3/1/94	1,516.50	3/1/94	2,141.82	14/1/94
CAC 40	2,262.25	-0.6	+25.4	-0.5	2,331.38	11/1/94	1,772.21	28/1/93	2,331.33	11/1/94
Basic Oil, NL	612.88	-1.4	+28.8	-2.7	632.88	30/8/93	488.18	14/1/93	624.51	3/1/94
FT Graphite										

## EMERGING MARKETS: This Week

The Emerging Investor / Philip Gawith

### A growing trend towards Africa

Ten best performing stocks				
Stock	Country	Friday close	Week	Week on week change
Banco Do Brasil (Pfd)	Brazil	0.02	0.01	0.01
Erzachbet (Em)	Turkey	1.11	0.38	0.38
Kordos (Em)	Turkey	0.88	0.32	0.32
Banco Itau (Pfd)	Brazil	0.30	0.09	47.4
Aspro (Em)	Turkey	2.44	0.76	0.76
Brasileiro (Em)	Turkey	0.85	0.26	38.5
Brasil (Em)	Brazil	0.02	0.01	36.9
Arceilk (Em)	Turkey	1.80	0.42	0.42
Turk Kart (Em)	Turkey	1.82	0.29	0.29
Bries (Em)	Turkey	2.22	0.41	0.41

European blue-chip stocks and the increasing impoverishment of African economies through deteriorating terms of trade and poor economic management.

Now, as Mr Mariano comments, "either either in the DMF's table, you don't care at all." This has led to a huge shift in economic orientation, including a more positive attitude towards equity markets. In fact, for example, Mr Bernard Chidzero, Zimbabwe's finance minister, is able to extravagantly call the ZSE as the prostitute of the ZIM economy.

Within the same trend, the South African and Southern Africa funds launched. Taken together with African and commodity funds, he believes there will be a lot of funds channelling into South Africa year.

The second important change concerns Africa itself. The ZSE saw the political winds of change blow through the continent, then the 1990s are witnessing some equivalent as governments increasingly embrace market-oriented experiments. The catalyst for these changes was the end of the cold war, meaning no more

aid will be good to be invested there.

To this new scenario, however, some cautionary remarks about Africa must be entered. Firstly, by emerging market standards, Africa is an unusual beast. On the one hand, the JSE with a market capitalisation of about \$100bn is much larger than the average for emerging markets.

On the other hand, most of the other African markets – Botswana, Ghana, Kenya, Namibia, Nigeria and Zimbabwe (with Zambia, Uganda and Tanzania all on the point of opening) – are minuscule.

A further factor to consider is that African markets are much more dependent on commodity prices than politicians than many other emerging markets. Investors not fully apprised of developments in these markets could burn their fingers.

On the commodity front, developments are good. Import commodities like gold, cocoa and oil are broken out of long-term cycles.

Second, although Africa is fairly cheap compared with world markets, it has been cheap for a long time and for good reason. A major factor is that investors are with the exception of South Africa, investing in very weak, deviating currencies.

Another problem is that the markets are shallow, illiquid and small. Also, in some cases, the JSE, there is a dearth of domestic issues, a piggy-back on which can cause liquidity problems.

Mr Mark Tunner, of the ZSE, comments: "Our

big problem is that we've got all the demand but nothing to sell." He reckons that if the ZSE had been able to satisfy demand, foreign flows would have been four to five times larger. This problem has also affected the JSE, where buyers have had to get used to the idea that fulfilling a big order can take more than a week.

These liquidity problems should, however, improve if markets enjoy a bull run. This will stimulate new issues and rights issues, thereby increasing the money in circulation.

A further factor to consider is that African markets are much more dependent on commodity prices than politicians than many other emerging markets. Investors not fully apprised of developments in these markets could burn their fingers.

On the commodity front, developments are good. Import commodities like gold, cocoa and oil are broken out of long-term cycles. The politicians are behaving better, but in some cases the depth of commitment to financial discipline and good governance needs to be tested.

In the final analysis, what happens in South Africa probably determines the extent in which other regional markets flourish. In themselves they are probably not small warrant attention. If South Africa works, though, they are likely to bring in more money.

Mr Tunner, of the ZSE, comments: "Our

big problem is that we've got all the demand but nothing to sell." He reckons that if the ZSE had been able to satisfy demand, foreign flows would have been four to five times larger. This problem has also affected the JSE, where buyers have had to get used to the idea that fulfilling a big order can take more than a week.

These liquidity problems should, however, improve if markets enjoy a bull run. This will stimulate new issues and rights issues, thereby increasing the money in circulation.

A further factor to consider is that African markets are much more dependent on commodity prices than politicians than many other emerging markets. Investors not fully apprised of developments in these markets could burn their fingers.

On the commodity front, developments are good. Import commodities like gold, cocoa and oil are broken out of long-term cycles. The politicians are behaving better, but in some cases the depth of commitment to financial discipline and good governance needs to be tested.

In the final analysis, what happens in South Africa probably determines the extent in which other regional markets flourish. In themselves they are probably not small warrant attention. If South Africa works, though, they are likely to bring in more money.

Mr Tunner, of the ZSE, comments: "Our

## CURRENCY MARKET

### Sterling and dollar to defend gains

The D-Mark side, the main theme of the meeting of the Bundesbank on Thursday. The Bundesbank's refusal to cut interest rates will be the catalyst to assume that will occur this time, but opinion is more mixed.

Germany's recession and improving inflation outlook will leave some convinced that there will be a cut. But, the dramatic weakening of the German currency last week, and likely volatility in the German money markets as a result of the banking left many believing

## WORLD STOCK MARKETS

EUROPE										NORTH AMERICA										ASIA/PACIFIC																
EUROPE					NORTH AMERICA					ASIA/PACIFIC					EUROPE					NORTH AMERICA					ASIA/PACIFIC											
AUSTRIA (Jan 14)		BELGIUM/LUXEMBOURG (Jan 14 / Frs)		DENMARK (Jan 14 / Kr)		FINLAND (Jan 14 / Fim)		FRANCE (Jan 14 / Frs)		GERMANY (Jan 14 / Dm)		IRELAND (Jan 14 / Irl)		ITALY (Jan 14 / Lira)		NETHERLANDS (Jan 14 / Nl)		NORWAY (Jan 14 / Nkr)		PORTUGAL (Jan 14 / Esc)		SPAIN (Jan 14 / Pts)		SWEDEN (Jan 14 / Kr)		SWITZERLAND (Jan 14 / Frs)		SWITZERLAND (Jan 14 / Frs)								
Open	High	Low	Yld	Prc	Open	High	Low	Yld	Prc	Open	High	Low	Yld	Prc	Open	High	Low	Yld	Prc	Open	High	Low	Yld	Prc	Open	High	Low	Yld	Prc							
1,940	1,940	1,920	1,920	26	Legard	5,680	-40	5,730	5,940	0.8	NETHERLANDS (Jan 14 / Nl)	Prins	251	-1	242	251	54	-	Norweig	2,220	-10	2,200	2,158	-	Sweden	650	10	630	650	24	Switzerland	650	10	630	650	24
1,920	1,920	1,900	1,900	26	Leitner	5,680	-40	5,730	5,940	0.8	NETHERLANDS (Jan 14 / Nl)	Richter	12,050	-75	12,000	12,050	0.3	-	Switzerland	820	-20	810	820	14	Switzerland	820	-20	810	820	14	Switzerland	820	-20	810	820	14
1,900	1,900	1,880	1,880	26	Matz	160	10	160	160	2.1	NETHERLANDS (Jan 14 / Nl)	Richter	6,050	-10	6,000	6,050	0.3	-	Switzerland	460	-10	450	460	12	Switzerland	460	-10	450	460	12	Switzerland	460	-10	450	460	12
1,880	1,880	1,860	1,860	26	Mayer	121	50	121	121	2.5	NETHERLANDS (Jan 14 / Nl)	Richter	6,050	-10	6,000	6,050	0.3	-	Switzerland	460	-10	450	460	12	Switzerland	460	-10	450	460	12	Switzerland	460	-10	450	460	12
1,860	1,860	1,840	1,840	26	Mayer	1,155	-14	1,165	1,232	2.5	NETHERLANDS (Jan 14 / Nl)	Richter	6,050	-10	6,000	6,050	0.3	-	Switzerland	460	-10	450	460	12	Switzerland	460	-10	450	460	12	Switzerland	460	-10	450	460	12
1,840	1,840	1,820	1,820	26	Mayer	1,155	-14	1,165	1,232	2.5	NETHERLANDS (Jan 14 / Nl)	Richter	6,050	-10	6,000	6,050	0.3	-	Switzerland	460	-10	450	460	12	Switzerland	460	-10	450	460	12	Switzerland	460	-10	450	460	12
1,820	1,820	1,800	1,800	26	Mayer	1,155	-14	1,165	1,232	2.5	NETHERLANDS (Jan 14 / Nl)	Richter	6,050	-10	6,000	6,050	0.3	-	Switzerland	460	-10	450	460	12	Switzerland	460	-10	450	460	12	Switzerland	460	-10	450	460	12
1,800	1,800	1,780	1,780	26	Mayer	1,155	-14	1,165	1,232	2.5	NETHERLANDS (Jan 14 / Nl)	Richter	6,050	-10	6,000	6,050	0.3	-	Switzerland	460	-10	450	460	12	Switzerland	460	-10	450	460	12	Switzerland	460	-10	450	460	12
1,780	1,780	1,760	1,760	26	Mayer	1,155	-14	1,165	1,232	2.5	NETHERLANDS (Jan 14 / Nl)	Richter	6,050	-10	6,000	6,050	0.3	-	Switzerland	460	-10	450	460	12	Switzerland	460	-10	450	460	12	Switzerland	460	-10	450	460	12
1,760	1,760	1,740	1,740	26	Mayer	1,155	-14	1,165	1,232	2.5	NETHERLANDS (Jan 14 / Nl)	Richter	6,050	-10	6,000	6,050	0.3	-	Switzerland	460	-10	450	460	12	Switzerland	460	-10	450	460	12	Switzerland	460	-10	450	460	12
1,740	1,740	1,720	1,720	26	Mayer	1,155	-14	1,165	1,232	2.5	NETHERLANDS (Jan 14 / Nl)	Richter	6,050	-10	6,000	6,050	0.3	-	Switzerland	460	-10	450	460	12	Switzerland	460	-10	450	460	12	Switzerland	460	-10	450	460	12
1,720	1,720	1,700	1,700	26	Mayer	1,155	-14	1,165	1,232	2.5	NETHERLANDS (Jan 14 / Nl)	Richter	6,050	-10	6,000	6,050	0.3	-	Switzerland	460	-10	450	460	12	Switzerland	460	-10	450	460	12	Switzerland	460	-10	450	460	12
1,700	1,700	1,680	1,680	26	Mayer	1,155	-14	1,165	1,232	2.5	NETHERLANDS (Jan 14 / Nl)	Richter	6,050	-10	6,000	6,050	0.3	-	Switzerland	460	-10	450	460	12	Switzerland	460	-10	450	460	12	Switzerland	460	-10	450	460	12
1,680	1,680	1,660	1,660	26	Mayer	1,155	-14	1,165	1,232	2.5	NETHERLANDS (Jan 14 / Nl)	Richter	6,050	-10	6,000	6,050	0.3	-	Switzerland	460	-10	450	460	12	Switzerland	460	-10	450	460	12	Switzerland	460	-10	450	460	12
1,660	1,660	1,640	1,640	26	Mayer	1,155	-14	1,165	1,232	2.5	NETHERLANDS (Jan 14 / Nl)	Richter	6,050	-10	6,000	6,050	0.3	-	Switzerland	460	-10	450	460	12	Switzerland	460	-10	450	460	12	Switzerland	460	-10	450	460	12
1,640	1,640	1,620	1,620	26	Mayer	1,155	-14	1,165	1,232	2.5	NETHERLANDS (Jan 14 / Nl)	Richter	6,050	-10	6,000	6,050	0.3	-	Switzerland	460	-10	450	460	12	Switzerland	460	-10	450	460	12	Switzerland	460	-10	450	460	12
1,620	1,620	1,600	1,600	26	Mayer	1,155	-14	1,165	1,232	2.5	NETHERLANDS (Jan 14 / Nl)	Richter	6,050	-10	6,000	6,050	0.3	-	Switzerland	460	-10	450	460	12	Switzerland	460	-10	450	460	12	Switzerland	460	-10	450	460	12
1,600	1,600	1,580	1,580	26	Mayer	1,155	-14	1,165	1,232	2.5	NETHERLANDS (Jan 14 / Nl)	Richter	6,050	-10	6,000	6,050	0.3	-	Switzerland	460	-10	450	460	12	Switzerland	460	-10	450	460	12	Switzerland	460	-10	450	460	12
1,580	1,580	1,560	1,560	26	Mayer	1,155	-14	1,165	1,232	2.5	NETHERLANDS (Jan 14 / Nl)	Richter	6,050	-10																						



**FT MANAGED FUNDS SERVICE**

• FT Cityline Unit Trust Prices: dial 0891 430000, enter 4 and key in the five digit code listed below. Calls are charged at 36p/minute cheap rate and 48p/minute at all other times. International access available by subscription only. For more details call the FT Cityline Help Desk on 071 873 4378.



#### FT MANAGED FUNDS SERVICE

■ FT Cityline Unit Trust Prices: dial (0891) 430000, enter 11 and key in the five digit code listed below. Calls are charged at 36p/minute cheap rate and 48p/minute at all other times. International access available by subscription only. For more details call the FT Cityline Help Desk on (071) 673 4378.

## CURRENCIES AND MONEY

## POUND SPOT FORWARD AGAINST THE POUND

Jan 14	Closing mid-point	Change on day	Bid/offer	Day's mid high	Day's mid low	One month %PA	Three months %PA	One year %PA	Bank of Eng. Index	
Europe										
Austria (Sch)	-0.0413	670 - 807	688.00	18.3405	18.3405	-0.2	-0.5	-0.9	112.5	
Belgium (BFR)	-0.059	677 - 707	686.55	54.4050	54.4050	-1.5	-1.5	-0.9	112.5	
Denmark (DKK)	-0.1102	693 - 703	703.18	10.1005	10.1005	-1.4	-1.0	10.1317	115.4	
Finland (FIM)	-0.0025	700 - 710	700.00	10.0000	10.0000	-0.1	-0.1	-0.1	115.4	
France (DM)	0.8873	700 - 707	707.00	8.8255	8.8255	-1.2	-0.9	8.8051	112.5	
Germany (DM)	2.5118	108 - 127	127.00	2.5070	2.5135	-2.0	-2.0	2.5114	121.9	
Greece (Dr)	0.9785	710 - 718	718.00	3.7457	3.7457	-2.5	-2.5	3.7457	112.5	
Iceland (ISK)	1.0444	-0.003	437 - 451	451.00	1.0418	1.0449	-0.8	-0.5	-0.2	103.3
Italy (L)	2.9474	710 - 728	728.00	5.6555	5.6555	-2.0	-1.5	-0.9	112.5	
Luxembourg (L)	0.9508	-0.004	690 - 707	707.00	0.9441	0.9449	-2.0	-1.5	-0.9	112.5
Netherlands (NL)	0.2244	-0.002	724 - 734	734.00	0.2244	0.2244	-0.5	-0.3	-0.2	103.3
Norway (NOK)	11.2559	-0.0221	549 - 518	518.00	11.2500	11.2742	-1.4	-1.4	-0.1	103.3
Portugal (P)	0.2242	-0.002	724 - 734	734.00	0.2242	0.2242	-0.5	-0.3	-0.2	103.3
Spain (PE)	2.2513	-1.082	830 - 830	830.00	2.2513	2.2513	-1.4	-1.4	-0.1	103.3
Sweden (SEK)	12.2269	-0.0238	174 - 184	184.00	12.2269	12.2269	-2.5	-1.8	-1.3	75.5
Switzerland (SF)	2.2055	-0.0032	671 - 684	684.00	2.2055	2.2055	-1.3	-1.3	-0.8	103.3
UK (G)	1.3462	-0.0022	457 - 467	467.00	1.3462	1.3462	-1.0	-1.0	-0.4	82.7
SDR	-0.818279									
America										
Argentina (Peso)	1.4983	-0.0032	890 - 888	888.00	1.4950	1.4983	-	-	-	
Brazil (C)	578.255	-7.502	147 - 156	156.00	578.0000	578.0000	-	-	-	
Canada (C\$)	1.9785	-0.0089	659 - 713	713.00	1.9785	1.9785	-1.7	-1.7	-1.1	
Mexico (New Pesos)	0.42121	-0.0021	335 - 361	361.00	0.42121	0.42121	-1.7	-1.7	-1.1	
USA (US\$)	1.4921	-0.0038	918 - 923	923.00	1.4921	1.4921	-1.7	-1.7	-1.1	
Pacific/Middle East/Africa										
Australia (A\$)	2.1628	-0.0026	840 - 840	840.00	2.1628	2.1628	-	-	-	
Hong Kong (HK\$)	11.5280	-0.0281	262 - 281	281.00	11.5271	11.5271	-2.1	-2.1	-1.3	
India (Rs)	4.0285	-0.1223	967 - 972	972.00	4.0580	4.0580	-3.3	-3.3	-2.1	
Malaysia (RM)	4.0728	-0.0129	581 - 581	581.00	4.0728	4.0728	-1.0	-1.0	-0.1	
New Zealand (NZ\$)	2.9745	-0.0123	720 - 733	733.00	2.9693	2.9693	-1.0	-1.0	-0.3	
Philippines (Peso)	41.2299	-1.08	245 - 262	262.00	41.2299	41.2299	-0.8	-0.8	-0.3	
Saudi Arabia (Riyal)	5.5949	-0.0146	837 - 861	861.00	5.5800	5.5800	-	-	-	
S Africa (Rands)	5.0935	-0.0089	915 - 965	965.00	5.1100	5.0790	-	-	-	
S Africa (Ft)	5.2823	-0.0084	737 - 708	708.00	5.2823	5.2823	-	-	-	
South Korea (Wons)	121.11	-2.04	608 - 617	617.00	120.80	120.80	-	-	-	
Taiwan (T\$)	36.5311	-0.1183	178 - 180	180.00	36.4300	36.4300	-	-	-	
Taiwan (T\$)	36.1511	-0.1173	307 - 320	320.00	36.2030	36.2030	-	-	-	
Yen per 1,000, Danish Krone, French Franc, Norwegian Krone and Swedish Krona per 10; Belgian Franc, Soulo, Lira and Peseta per 100.										
For rates for Jan 13, 1993, see page 10. For rates for Jan 13, 1992, see page 10. For rates for Jan 13, 1991, see page 10. For rates for Jan 13, 1990, see page 10. For rates for Jan 13, 1989, see page 10. For rates for Jan 13, 1988, see page 10. For rates for Jan 13, 1987, see page 10. For rates for Jan 13, 1986, see page 10. For rates for Jan 13, 1985, see page 10. For rates for Jan 13, 1984, see page 10. For rates for Jan 13, 1983, see page 10. For rates for Jan 13, 1982, see page 10. For rates for Jan 13, 1981, see page 10. For rates for Jan 13, 1980, see page 10. For rates for Jan 13, 1979, see page 10. For rates for Jan 13, 1978, see page 10. For rates for Jan 13, 1977, see page 10. For rates for Jan 13, 1976, see page 10. For rates for Jan 13, 1975, see page 10. For rates for Jan 13, 1974, see page 10. For rates for Jan 13, 1973, see page 10. For rates for Jan 13, 1972, see page 10. For rates for Jan 13, 1971, see page 10. For rates for Jan 13, 1970, see page 10. For rates for Jan 13, 1969, see page 10. For rates for Jan 13, 1968, see page 10. For rates for Jan 13, 1967, see page 10. For rates for Jan 13, 1966, see page 10. For rates for Jan 13, 1965, see page 10. For rates for Jan 13, 1964, see page 10. For rates for Jan 13, 1963, see page 10. For rates for Jan 13, 1962, see page 10. For rates for Jan 13, 1961, see page 10. For rates for Jan 13, 1960, see page 10. For rates for Jan 13, 1959, see page 10. For rates for Jan 13, 1958, see page 10. For rates for Jan 13, 1957, see page 10. For rates for Jan 13, 1956, see page 10. For rates for Jan 13, 1955, see page 10. For rates for Jan 13, 1954, see page 10. For rates for Jan 13, 1953, see page 10. For rates for Jan 13, 1952, see page 10. For rates for Jan 13, 1951, see page 10. For rates for Jan 13, 1950, see page 10. For rates for Jan 13, 1949, see page 10. For rates for Jan 13, 1948, see page 10. For rates for Jan 13, 1947, see page 10. For rates for Jan 13, 1946, see page 10. For rates for Jan 13, 1945, see page 10. For rates for Jan 13, 1944, see page 10. For rates for Jan 13, 1943, see page 10. For rates for Jan 13, 1942, see page 10. For rates for Jan 13, 1941, see page 10. For rates for Jan 13, 1940, see page 10. For rates for Jan 13, 1939, see page 10. For rates for Jan 13, 1938, see page 10. For rates for Jan 13, 1937, see page 10. For rates for Jan 13, 1936, see page 10. For rates for Jan 13, 1935, see page 10. For rates for Jan 13, 1934, see page 10. For rates for Jan 13, 1933, see page 10. For rates for Jan 13, 1932, see page 10. For rates for Jan 13, 1931, see page 10. For rates for Jan 13, 1930, see page 10. For rates for Jan 13, 1929, see page 10. For rates for Jan 13, 1928, see page 10. For rates for Jan 13, 1927, see page 10. For rates for Jan 13, 1926, see page 10. For rates for Jan 13, 1925, see page 10. For rates for Jan 13, 1924, see page 10. For rates for Jan 13, 1923, see page 10. For rates for Jan 13, 1922, see page 10. For rates for Jan 13, 1921, see page 10. For rates for Jan 13, 1920, see page 10. For rates for Jan 13, 1919, see page 10. For rates for Jan 13, 1918, see page 10. For rates for Jan 13, 1917, see page 10. For rates for Jan 13, 1916, see page 10. For rates for Jan 13, 1915, see page 10. For rates for Jan 13, 1914, see page 10. For rates for Jan 13, 1913, see page 10. For rates for Jan 13, 1912, see page 10. For rates for Jan 13, 1911, see page 10. For rates for Jan 13, 1910, see page 10. For rates for Jan 13, 1909, see page 10. For rates for Jan 13, 1908, see page 10. For rates for Jan 13, 1907, see page 10. For rates for Jan 13, 1906, see page 10. For rates for Jan 13, 1905, see page 10. For rates for Jan 13, 1904, see page 10. For rates for Jan 13, 1903, see page 10. For rates for Jan 13, 1902, see page 10. For rates for Jan 13, 1901, see page 10. For rates for Jan 13, 1900, see page 10. For rates for Jan 13, 1899, see page 10. For rates for Jan 13, 1898, see page 10. For rates for Jan 13, 1897, see page 10. For rates for Jan 13, 1896, see page 10. For rates for Jan 13, 1895, see page 10. For rates for Jan 13, 1894, see page 10. For rates for Jan 13, 1893, see page 10. For rates for Jan 13, 1892, see page 10. For rates for Jan 13, 1891, see page 10. For rates for Jan 13, 1890, see page 10. For rates for Jan 13, 1889, see page 10. For rates for Jan 13, 1888, see page 10. For rates for Jan 13, 1887, see page 10. For rates for Jan 13, 1886, see page 10. For rates for Jan 13, 1885, see page 10. For rates for Jan 13, 1884, see page 10. For rates for Jan 13, 1883, see page 10. For rates for Jan 13, 1882, see page 10. For rates for Jan 13, 1881, see page 10. For rates for Jan 13, 1880, see page 10. For rates for Jan 13, 1879, see page 10. For rates for Jan 13, 1878, see page 10. For rates for Jan 13, 1877, see page 10. For rates for Jan 13, 1876, see page 10. For rates for Jan 13, 1875, see page 10. For rates for Jan 13, 1874, see page 10. For rates for Jan 13, 1873, see page 10. For rates for Jan 13, 1872, see page 10. For rates for Jan 13, 1871, see page 10. For rates for Jan 13, 1870, see page 10. For rates for Jan 13, 1869, see page 10. For rates for Jan 13, 1868, see page 10. For rates for Jan 13, 1867, see page 10. For rates for Jan 13, 1866, see page 10. For rates for Jan 13, 1865, see page 10. For rates for Jan 13, 1864, see page 10. For rates for Jan 13, 1863, see page 10. For rates for Jan 13, 1862, see page 10. For rates for Jan 13, 1861, see page 10. For rates for Jan 13, 1860, see page 10. For rates for Jan 13, 1859, see page 10. For rates for Jan 13, 1858, see page 10. For rates for Jan 13, 1857, see page 10. For rates for Jan 13, 1856, see page 10. For rates for Jan 13, 1855, see page 10. For rates for Jan 13, 1854, see page 10. For rates for Jan 13, 1853, see page 10. For rates for Jan 13, 1852, see page 10. For rates for Jan 13, 1851, see page 10. For rates for Jan 13, 1850, see page 10. For rates for Jan 13, 1849, see page 10. For rates for Jan 13, 1848, see page 10. For rates for Jan 13, 1847, see page 10. For rates for Jan 13, 1846, see page 10. For rates for Jan 13, 1845, see page 10. For rates for Jan 13, 1844, see page 10. For rates for Jan 13, 1843, see page 10. For rates for Jan 13, 1842, see page 10. For rates for Jan 13, 1841, see page 10. For rates for Jan 13, 1840, see page 10. For rates for Jan 13, 1839, see page 10. For rates for Jan 13, 1838, see page 10. For rates for Jan 13, 1837, see page 10. For rates for Jan 13, 1836, see page 10. For rates for Jan 13, 1835, see page 10. For rates for Jan 13, 1834, see page 10. For rates for Jan 13, 1833, see page 10. For rates for Jan 13, 1832, see page 10. For rates for Jan 13, 1831, see page 10. For rates for Jan 13, 183										







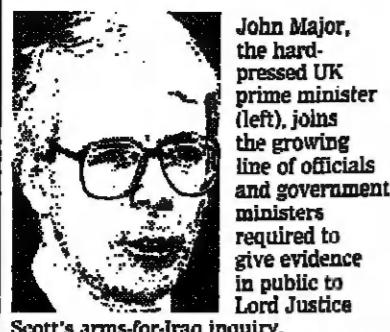


## FT GUIDE TO THE WEEK

17

MONDAY

## John Major at Scott inquiry



John Major, the hard-pressed UK prime minister (left), joins the growing line of officials and government ministers required to give evidence in public to Lord Justice Scott's arms-for-Iraq inquiry.

Mr Major set up the inquiry himself in November 1992 in response to the row over alleged government complicity in the illegal arms sales. He was foreign secretary and chancellor of the exchequer under Lady Thatcher.

**The European Parliament** holds its first full session of the year. The 515 deputies will be preparing nervously in Strasbourg for June's European election, likely to be dominated as much by domestic issues in the 12 member states as by pan-European themes.

**Textile squabble:** The US is due to cut China's textile and clothing import quotas by more than \$1bn for alleged cheating. The Clinton administration says China has tried to skirt limits by shipping goods into the US through other nations.

**Mercosur summit:** The presidents of Brazil, Argentina, Paraguay and Uruguay, the four countries which will make up the planned Mercosur free trade area, are due to meet in Uruguay. Mercosur is planned to come into effect next year, but some matters are undecided, for example, a common external tariff.

**Lloyd's offer:** Names on Goods Walker and Feltrin syndicates - two of the biggest loss makers at Lloyd's of London - meet this week to discuss the £900m offer to settle litigation at the insurance market. Both groups are likely to reject the deal, making their disputes dependent on legal cases coming to court later this year. In these, Names are suing their agents for alleged negligence.

Goods Names, who meet today, have been offered £223m, compared with a claim of £530m. Names have until February 14 to vote on the package.

**Thorpe licence:** The licence for the £2.8bn Thorpe nuclear reprocessing plant at Sellafield, north-west England, comes into effect. The plant will not be fully operational for another month, while preliminary tests continue. In early February, the government faces a legal challenge on its decision to grant the licence from Greenpeace, the environmental pressure group, and Lancashire County Council who are worried about emissions.

**Holidays:** US federal government offices and banks will be closed for Martin Luther King day.

18

TUESDAY

## Patten consults in London

Chris Patten, the governor of Hong Kong, leaves for London for a series of meetings with British ministers about the colony's political development. It is expected that the governor will seek approval to push ahead with his original democracy proposals in the form of a second bill to be put to Hong Kong's legislature in March.

On Thursday, he will appear before the foreign affairs select committee of the House of Commons. The committee is preparing a report on Anglo-Chinese relations.

**Lloyd Bentzen:** The US treasury secretary, who is on a trip to Asia, arrives in Thailand. He is expected to call for an opening of the Thai financial and services sector to more foreign competition.

**Burmese constitution:** The country's national convention is due to sit. It mostly comprises delegates hand-picked by the military junta and is charged with drafting a new constitution. It may feel its hand has been strengthened now the Karen, one of the regime's main opponents, have decided to hold peace talks.

**Bosnia negotiations resume:** The leaders of Bosnia's three warring communities will resume partition talks in Geneva under the United Nations mediators Lord Owen and Thorvald Stoltenberg.

Last week, Nato renewed warnings that the Serbs will risk air strikes if they block the opening of the airport in Tuzla, the biggest Moslem stronghold.

Hope for a settlement is slim. Bosnian prime minister Haris Silajdzic (above) has said that if the Serb shelling of Sarajevo does not stop, his delegation will stay away.

**Aluminium smeltdown:** Trade representatives from the world's leading aluminium-producing countries meet in Brussels with industry representatives to consider ways of reducing global surpluses of the metal. This might lead to co-ordinated cuts in production.

**UK trade survey:** The monthly distributive trade survey from the Confederation of British Industry should give the first insight in retail trade over Christmas and the New Year.

Media reports and anecdotal evidence point to a spending spree in late December, although this may have been exaggerated by focusing on the hitherto depressed south. Official figures on Wednesday will provide further details of retail trading in December.

**UK retail price index:** Budget increases in tobacco, petrol and vehicle excise duties are set to push up inflation. The headline rate for December is expected to rise from November's 1.4 per cent year-on-year rate to about 2 per cent, which would be the highest level since December 1992.

Forecasters expect only a modest upturn in underlying inflation, which excludes mortgage interest payments, to 2.7 per cent last month; from 2.5 per cent in November.

19

WEDNESDAY

## Crunch-time for Hosokawa

In a decisive week for Japan's prime minister Morihiro Hosokawa, his ruling coalition is trying to get parliament's upper house to vote on the four political and electoral reform bills in a plenary session. This is the final stage before they become law.

Procedural delays and splits in its own camp have forced the coalition to aim for a vote in the upper house political reform committee mid-week, paving the way for a plenary vote by Friday. Hosokawa is expected to succeed in the end by a narrow margin. If he fails to get an agreement by January 29, the end of the extended parliamentary session, he may resign.

**Bentzen in Beijing:** US treasury secretary Lloyd Bentzen is due in the Chinese capital. At a meeting of the US-China joint economic committee, he is expected to discuss China's economic reforms, opening up its markets, and US concerns about human rights. On Friday, he travels to Shanghai.

**Allies in Ankara:**

British foreign secretary Douglas Hurd visits the Turkish capital for talks with Prime Minister Tansu Ciller (left). Tomorrow he is joined by his German counterpart Klaus Kinkel. The Turks

European partners will try to reassure them that the Greek accession to the presidency of the European Union will not upset Turkey's plans to deepen its trade and political relations with Brussels.

**Theodoros Pangalos:** Greece's deputy foreign minister, outlines to MEPs in Strasbourg his government's priorities for the EU presidency during the next six months.

**Edouard Balladur:** French prime minister, is expected to convene a strategy session on the economy to try to find a way to reduce unemployment.

**Unengaged:** The Irish government's broadcasting ban on Siúl Féin, the political wing of the far-right Republican Army terrorist organisation, is due to lapse.

**UK retail price index:** Budget increases in tobacco, petrol and vehicle excise duties are set to push up inflation. The headline rate for December is expected to rise from November's 1.4 per cent year-on-year rate to about 2 per cent, which would be the highest level since December 1992.

Forecasters expect only a modest upturn in underlying inflation, which excludes mortgage interest payments, to 2.7 per cent last month; from 2.5 per cent in November.

20

THURSDAY

## Bundesbank ponders rates

The Bundesbank council holds its regular fortnightly meeting. The German central bank has not cut interest rates so far this year. Although money supply growth may be abating, the recent weakness of the D-Mark has added to uncertainty over the timing of German monetary easing.

**The Bank of England** will announce the terms of its first extended repo and secured loan facilities to provide funds to the UK banking system to February 10 and to February 24. The move is a step towards liberalising the London money market.

**South African elections:** The African National Congress publishes its official list of candidates for the April 27 elections, delayed from Tuesday because of computer problems.

President F.W. de Klerk opens the National party election campaign with a trip to Northwest Province.

**Ukraine's parliament convenes:**

Ukraine's parliament, the rada, reconvenes for its last session before elections in March. Many of its members have already voiced their opposition to the accord signed by President Leonid Kravchuk in Moscow last Friday under which Ukraine is to eliminate its nuclear missiles over the next three years.

This will be their first chance to attempt to derail the deal described by President Boris Yeltsin of Russia as "putting the last full stop in the last chapter of the cold war".

**Vietnam's Communist party** is scheduled to hold a special conference that has been delayed from December. The party is expected to discuss the successes and problems of economic reform (to Jan 24). There may be a leadership reshuffle.

**Inman takes charge:**

Bobby Ray Inman (left) is due to take over as US secretary of defense. Inman will be the first former career officer to serve as secretary of defense since General George Marshall, who held the office under President Harry Truman. Inman also has the distinction of having voted for George Bush in the election won by President Clinton.



His resignation offer rejected. Carlo Ciampi stays on as Italy's caretaker prime minister until the elections

21

FRIDAY

## Belgian Guy to face music

Belgium's political establishment continues its painful self-examination about allegations of bribery and corruption relating to the award of a helicopter contract to Agusta, the Italian aircraft manufacturer.

Today, a special committee of the Belgian parliament is expected to question Guy Coene, deputy prime minister, and the most senior of three French-speaking Socialist politicians. The magistrate investigating the affair wants to examine them. All three have denied any wrongdoing and opposed calls for their parliamentary immunity to be lifted.

**Lloyd's meeting:** Names belonging to Lloyd's of London loss-making Feltrin syndicate meet to discuss the offer to settle litigation at the insurance market. They have been offered £223m, just under 40 per cent of their total claim.

**Turkey's president** Suleyman Demirel attends a summit of Turkic republics in Baku, Azerbaijan (to Jan 22). Turkey hopes its cultural ties will help it increase trade with and influence in central Asia.

22-23

WEEKEND

## Turkmenistan 10-year plan

This remote, gas-rich central Asian republic holds a referendum on Saturday on whether its current president Saparmurat Niyazov should hold office until 2004, seven years beyond his constitutional limit. Mr Niyazov, who has generated an extensive personality cult, is expected to win - previous referendums have all yielded a 99 per cent "yes" vote, despite protests from human rights groups.

**ANC policy conference:** The African National Congress, widely expected to play a leading role in South Africa's government after April's election, debates its future policy at an economic reconstruction conference.

**Party in Weimar:** Manfred Brunner, founder of German anti-Maastricht party in Weimar on Sunday to contest this year's European election. Mr Brunner, an outspoken opponent of the Maastricht treaty, took the government to the constitutional court last year in a bid to have the treaty thrown out.

Compiled by Patrick Stiles.  
Fax: (+44) (0)71 873 3194.

"Insist on...  
Californian randy-  
unless you up to your  
neon snow with a  
St. Gaud's approaching."

CLINT CRAWFORD,  
DOC MIER, CALIFORNIA



INTRODUCE SOME CALIFORNIAN INTO  
THE CONVERSATION.

F&L  
SINCE 1851  
LE CASK MATURED BRANDY.  
PELIKAN CULLE BLEU EUROPE 1994

Of broking and jobbing the Pelikan's fond,  
See how sweetly he puts your word onto bond.

Pelikan

JOTTER PAD

## Other economic news

Day Released	Country	Economic Statistic	Median Forecast	Previous Actual
Mon	UK	Dec producer prices index input*	-0.3%	-0.3%
Jan 17	UK	Dec producer prices index input**	-1.3%	-0.9%
UK	UK	Dec producer prices index output*	0.1%	0%
UK	UK	Dec producer prices index output**	3.6%	3.6%
UK	UK	Nov manufacturing output*	0.3%	0.1%
UK	UK	Nov manufacturing output**	2.3%	1.2%
UK	UK	Nov industrial production*	0.3%	0.7%
UK	UK	Nov unit wage cost 3M**	0.3%	-0.1%
Tues	Japan	Nov machine orders*	-14.9%	-13.1%
Jan 18	Japan	Nov machine orders(ex ships etc)*	-12.5%	-31.1%
Wed	US	Nov merchandise trade	\$10.5bn	\$10.5bn
Jan 19	US	Nov merchandise exports	\$40bn	\$40.1bn
US	US	Nov merchandise imports	\$50.4bn	\$50.6bn
Japan	Japan	Nov indust. prod. real (reas. adj)	-	-5.5%
Japan	Japan	Nov shipments real (reas. adj)	-	-8%
France	France	Nov industrial production*	0.4%	-0.7%
UK	UK	Dec retail prices index*	0.3%	-0.1%
UK	UK	Dec retail sales*	0.4%	0.4%
UK	UK	Dec retail sales**	5.2%	3.9%
UK	UK	Dec PSBR	£5bn	£3.1bn
Canada	Canada	Nov merchandise trade surplus	\$1.36bn	\$1.4bn
Canada	Canada	Nov wage settlement rises	1.1%	2.3%

\*month on month, \*\*year on year (ftq)

Statistics, courtesy MMS International.

© MMS International 1994

1994

1994

1994

1994

1994

1994

1994

1994

1994

1994

1994

1994

1994

1994

1994

1994

1994

1994

1994

1994

1994

1994

1994

## MONDAY PRIZE CROSSWORD

No.8,355 Set by CINEPHILE

A prize of a Pelikan New Classic 390 fountain pen for the first correct solution opened and five runner-up prizes of £35 Pelikan vouchers will be awarded. Solutions by Thursday January 27, marked Monday Crossword 8,355 on the envelope, to the Financial Times, 1 Southwark Bridge, London SE1 9HL. Solution on Monday January 31.